PRINTERS' INK

Registered U. S. Patent Office

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PRINTERS' INK

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Has Advertising a Saturation Point?

Not Unless Our Industrial and Social Life Stands Still

By Chester M. Wright

Of the American Federation of Labor

HAS advertising a saturation point? It isn't my question. It is the question of a considerable number of persons who are much closer to the inside of the advertising business than I have ever been. I am persuaded that the number of questioners grows.

I am not without my vantage points of observation and my answer to the question is terse and simple: Not in a thousand years!

Poor advertising long ago reached the saturation point. *Good* advertising, which is, after all, the only real advertising, has not reached any such mythical point and will not reach it while the present population of the earth survives to know about it and to read it.

There are a great many reasons why advertising will not reach the saturation point in time to deprive us of our daily, weekly and monthly grist of advertising pages, our great outdoor displays and the endless repetition in its variety of forms of the imperative command to buy Blitzen's Blingers.

The worry seems to be that increasing use of advertising by increasing numbers of persons and houses will bring upon us such a sea of advertising, such an engulfing inundation of shoutings, pleadings and commandings that the whole business will collapse like an over-blown bubble, engulfed in its own immensity. Twaddle and miscalculation. Premature pessimism. Scrambled logic. It isn't so. But if the fear of it leads some to that exertion which results in better advertising, then something at least will have been gained besides a pain in the head.

> Someone has said that it is easier to lose one's shadow than to shake off the advertising that surrounds us on every side. Certainly the volume of advertising grows each year, and since the total is already stupendous it is natural that more and more people should ask: Is there too much advertising?
>
> Not many years ago, plenty of people worried about the saturation point which appeared to threaten the automobile industry. Somehow, the threat never appeared to materialize. Is the advertising saturation point also a mirage—seemingly always in sight and yet never caught up with?

It is in my mind that those who are most given over to the fear that advertising is to reach what is known as a saturation point proceed largely upon the assumption that our industrial and social fabric is going to remain about as it is. Only upon that assumption could we find a possible saturation point. Nothing else could produce such a climax.

If our industrial and social fabric were to remain about as it is and if the number of advertisers increased at the rate of increase

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for the last ten years, the volume of advertising might reach a point where it would be all but useless, because of its sheer immensity. Perhaps the masses of the people would refuse to make the effort to particularize in such an overwhelming total. Perhaps they would pass up the whole thing, after the manner of a friend of mine who, as long ago as fifteen years, used to strip the front and back advertising sections from every magazine he bought, leaving those pages at the stand where he bought the magazine.

But let us look at things as they are. Let us try to see what is going on about us. When we do that I am certain that we find one conclusion, which is, that while many who now advertise will cease and much that is now called advertising will pass away, the sum total of advertising will grow and will improve; old forms will at least in part give way and new forms and devices without number will come to take their places. Advertising, as such and as a whole, will continue and it will grow in strength as well as in stature.

LOOKING BACK

Let me invite the pessimist to look at the advertising pages of twenty years ago. How many of today's products were proclaimed in those pages which seem now so ancient and yet which were but yesterday, as time goes? Let me next invite him to look at the same pages for ten years ago. How many of today's advertised products were in those pages?

Industry is developing so rapidly that what was yesterday is no longer with us when today's sun goes down. What was undreamed of yesterday is a household necessity and a commonplace today.

When I was getting to the age where I began to earn money to spend as I liked, advertising did little to determine that spending. Advertising brought me but little of the information upon which judgments were formed as to how money could best be used to bring to me those things which I desired or needed. Today no person is free from the influence of advertising, though some may think they are immune. No wise person wants to be.

In that dim, far-back day of which I spoke, new commodities reached out to the country in something like concentric rings, starting to cover small territory, growing slowly and taking much time to reach far places. Of course, it is still that way with many new ventures, but on the other hand, there are commodities that are made known to the nation almost over night and that at once go into commerce as staples with a steady market. Advertising tells the story to the millions. How many absolutely new commodities have been given national and even international distribution within the last year? The number is large and it will be larger in the current year and still larger next year.

In the surge of new things, the old ones have to fight to tell their story and to find their buyers. The new ones have to tell their story and repeat it over and over again, to drive home the facts to induce buyers.

If we proceed on the assumption that advertising ten or twenty years hence will be as it is today, then we may have some ground to speculate as to whether a saturation point will be reached. But what reason have we for proceeding upon any such assumption? In the first place a great deal of what is called advertising today will be run out of the field by sheer competition. It is not advertising. It is mere spending of money. Some of it, as we all know, has no other purpose. Advertising will get a better understanding of what the people want to find in advertisements. Those who pay money for advertising will stop telling the prospective buyer everything except what he most wants to know. Mainly, at present anyway, he wants to know what the commodity is good for, why that is the case, as much as possible about its inner works and contents and merits and its price. Advertising that is

forced out by pressure of better advertising is not eliminated by any so-called saturation point.

So much, briefly, for the first count. In the second place, so many new things are going to be brought into the market that advertising will have to keep on growing in volume and in quality, to inform the people who are to be the buyers and users. In an age that brings us news within one short month of the invention of a mechanical man and a motor that runs without generated current, let us be slow to be sure about what is going to happen next.

The field of the Televox may be limited and the miracle motor may turn out to be much less than predicted, but if that be the case, some other marvels will bob up to take their places. Revolutionary events pound upon us so rapidly that the shock force of any single one is lost in the steady drum fire of the repetition. These things have nothing to do with the subject? Ah, but they have everything to do with it. So has the equally revolutionary announcement that a way has been found to make steel without coal. And if, perchance, this announcement prove also premature, never mind about it. Another will take its place.

The miracle motor will, if it happens to work, bring a flood of new commodities to the market. It will displace in many directions. And however heroically the news columns may work to inform the people, the fact will remain that the solid, practical details about merits, performances and prices will have to be told in paid advertising. And this were true, even if the so-called saturation point had been reached a hundred times.

Mr. Televox may become near enough to being human, as time goes on, to displace many men. Adjustment will come and those men and many others will find themselves with better incomes and more free time. In that added free time they will find uses and pleasures for many new commodities.

If steel is made without coal, it will be made more cheaply and there will be new uses for steel and the advertising pages will have to chronicle the most essential details about these things, taking up their steady, plodding tasks where the transient news columns leave off to take up newer marvels.

If these marvels of which I have just spoken should all fail to live up to possibilities, others equally important will come at once to make true the things I have said about them. It is not in this day a question of whether anything marvelous will happen. It is only a question of what will that marvelous thing be like. Science is pouring more work upon the world of industry than ever in history. It pours more new achievement, more advance, more change, into industry in a year than in all the hundreds of years that preceded the last century. Think that over while you munch your Uneedas.

NEW FORMS OF ADVERTISING

Another phase of the situation is worth contemplation. It is traditionally a risky business to set up as a prophet in one's native land and I was born in Wisconsin, but what I want to say is not prophecy. It savors much more of mathematical calculation. We are today accustomed to certain main forms of advertising. Tomorrow, because of invention, we will become accustomed to many new forms of advertising. These new forms of advertising will take the sting out of that worry about the saturation point. New forms are coming, just as surely as radio came. I'd hate to have heard what my grandfather would have said if anyone had come to him seriously with the durned fool notion that voices could be carried through the air. The place where they kept such witless persons was about ten miles from our home and when one of them chanced to escape, as one did now and then, the countryside was a-quiver for days with the gossip about it. But radio came and we are not done with developing it yet.

A woman sat in a chair in Lon-

don and a motion picture of her was transmitted by radio and shown on a screen in New York State. When that channel of transmission is developed will it be neglected by advertising? Not any more than advertising has neglected to use the spoken word over the radio. And that is regardless of whether experts agree as to the merit of radio as a present medium. The point is that the advertising field will broaden as rapidly—and perhaps more rapidly—as the need for room develops.

When Fords were first turned out by mass production methods long-headed persons began speculating about when the saturation point would be reached. The saturation point for the Model T never was reached. Speculating as to whether automobiles, whatever their class, will find a saturation point is mere idle speculation. There will be no saturation point for constantly improving methods of transportation. To draw a conclusion regarding the possible saturation point of any present-day commodity, regarding its present character as a fixed one, is just that much wasted effort. An airplane with a five-gallon gasoline tank is now being made and flown. As well figure out when it will reach its saturation point. We shall use, in ever-increasing volume, things having a basic use, but their forms will change. Why regard advertising in any other light?

READERS MUST MOVE TOO

One point remains to be considered and I think it has some importance. There is fear that he who is today the reader may tire of such bulk and multiplicity of advertisements. Remember, however, that he who is the reader, the celebrated James Ultimate Consumer, must move with the parade. He cannot stand still either. Nor does he want to, in the main. He wants to know and he must have the benefit of advertising. He will accept real information, though he may show a certain emphatic disgust at that which is twaddle.

Let me be personal. It may illustrate. I drive a car. In few fields is change more constant and rapid than in the automotive field. Every car owner knows that a new car is but a matter of time. I read automobile advertising constantly—that is, I read it when I find automobile advertising that gives me real information about cars. I chuck that which rates as mere hot air. The facts that I glean from reading advertising help to shape a conviction that will, sooner or later, lead me to purchase a car, the make of which I do not now know.

The resistance to advertising, I am forced to believe, is not as great as many imagine it to be and much that is rated as resistance to advertising is merely resistance to advertising that does not tell the buyer what he wants to know. Every new commodity that is to have a real place in the world will find a public wanting to know about it—let me emphasize *wanting*—and advertising must furnish the information. And though it be hidden in a thousand pages, the ones who want that information will find it. In a world filled with electrifying industrial and commodity developments the advertising pages are frequently the most interesting and also the most truly essential pages in many a publication.

Let us not worry about that saturation point. The exclamation point of wonderment, of sheer breath-taking amazement, at the new things to be advertised and the new ways in which to advertise them is much more important and it is a perfect antidote.

A. P. Moore Tabloids Appoint S. C. Beckwith

The New York *Daily Mirror* and the Boston *Advertiser* have appointed the S. C. Beckwith Special Agency, publishers' representative, as their national advertising representative.

Firestone Tire Account to Critchfield

The Firestone Tire & Rubber Company, Akron, has appointed Critchfield & Company, Chicago advertising agency, to direct its advertising account.

What Shall I Do to Become an Advertising Man?

An Advertising Agent, in a Letter to His Son, Recommends Newspaper Work as the Ideal Fundamental Training

By Paul E. Faust

Treasurer, Mitchell-Faust Advertising Company

DUDLEY W. FAUST,
Alpha Delta Phi House,
Hanover, N. H.

Dear Son:

You specifically asked me in your letter of Thursday what preparations should be made before attempting to break into the advertising business and how long the preparation should be.

Let's start out by beginning at the beginning. The first thing a beginner, man or woman, must realize is that advertising is the language of business—it is printed salesmanship, so defined by John E. Kennedy, a great advertising man who has just died; that it has a definite part in business—it is not a "game"; it has its tremendous opportunity because it helps business accomplish something that cannot be accomplished in any other way.

Mr. Faust, a Chicago advertising agent, has a son who is a student in Dartmouth College. The young man wrote that a number of his fellow students want to enter the advertising business and, naturally enough, asked his father how they should go about it. Mr. Faust wrote his son a letter which, in view of previous discussions in PRINTERS' INK on the subject, we are presenting here in full.

You are living in an era where the issue is merchandising—so-called. Merchandising is getting a product profitably sold—that is, moved from the factory into the consumer's hands.

A few years ago, the issue of business was economical buying, or efficient production. These will never cease to be important, but, confronted as the country is with an over-production for most lines of merchandise, the problem is efficient, low-cost selling.

Just what does advertising do to help efficient, low-cost selling? Just how is it related as a cause to the effect that business wants to accomplish?

You could be very much bothered by the many sub-divisions of advertising, that is—the advertising agency, the newspaper field, the department store, the manufacturer's business, and so on. The thing to do, therefore, is not to think of the different jobs that are available in advertising, but the principles that underlie advertising. Then a man who has comprehended these can determine which branch or phase of advertising work has the most attraction for him or seems to offer the most profit.

Let me further say, as a preface, that the advertising agency business is in reality the post-graduate end of advertising. We assume that a man, to be successful in advertising agency work, must have secured from some means or other a sufficient viewpoint or airplane view of advertising in its several operations, to be able to think of advertising in its broadest effects, in the most expert use of it, in the largest way, and to comprehend all forms or adaptations of advertising.

That is the reason why I am always saying a man must serve his apprenticeship somewhere before he can step into advertising agency work effectively.

Peg these points about why the apprenticeship must be served:

First. The advertising man, to be successful, must understand advertising as a cause to help produce a business effect that he or his client desires.

Second. To be a power in ad-

vertising, a man must know why and how advertising operates. Otherwise he goes through life as a theorist. He doesn't express an authoritative opinion. His views are only opinion. Whereas, if he gets down to fundamentals, he does know, he has convictions and he is always influenced by realities, not by assumptions and not by theories.

Third. The advertising man must know the objective of advertising; since there is an objective, there must be a plan. The effective advertising man must always think in terms of plan. He must think constantly of progressing his case to his objective. Thus, he thinks in terms of a campaign with advertising related to practical business and with advertising as an adjunct or part of a business or professional merchandising move.

Therefore, the advertising man, to grow, must know business—not all businesses, but the principles that apply to business. It doesn't make any difference how he gets this but he must participate in and see and feel business or commerce or the movement of commodities or merchandising in its several forms.

Fourth. Advertising consists of literature, art, printed messages—but the spirit behind it must be the spirit of service or the spirit of salesmanship—else there is no power or pulse or wallop. The message must have the objective—the campaign purpose, and each advertisement should progress toward the objective like chapters in a story.

Fifth. It must be remembered that the problem of advertising is adequacy—that is, the bane of the advertising profession is the theorist or the opportunist who believes that the impossible can be done with a small amount of advertising. Therefore, judgment is involved in order to know how much to do, where to put it, the size of space, the relative amount of text, and art.

Some concerns are likely to consider advertising an expense. This is only because they have not been shown that advertising, like any other form of salesmanship, helps to make money. If it can't be shown that it will help make money, hence that it is only an expense, it will be hard to justify an advertising operation with a practical-minded business man who sees money taken from the capital account without any assurance of earnings coming back.

This emphasizes the importance of plans—plans based on facts, plans so conclusively drawn that the business man, his board of directors and his sales manager can see that he can do more with advertising than he can without it.

Sixth. It must be understood that advertising is not the competitor of salesmen, but helps to make their work effective. This is more than a statement. The advertising man must see how to co-operate and wherein advertising will do what simply adding more salesmen cannot do. The advertising man cannot merely contend for this point. He must be sufficiently grounded in business so that he knows it.

Seventh. The essence of advertising is to deal in conditions of business realities—that is, the manufacturer's business or the retailer's business, or the distributor's business, the conditions in the market, the conditions of competition, the possibilities of quotas of sales, the expectancy of volume and profit—hence, research, business study, is one of the important phases of advertising—not merely the collection of data, but the getting together of facts and then the originality, the observation, the judgment to make useful deductions from those facts. It is easy to pronounce judgment on facts, but hard to judge of assumptions or guesses.

Finally, the advertising man must think always in these terms—not what he as an advertising man or idealist would like to do as an advertising transaction. Instead, what are the conditions of business that are to be served—hence, how is advertising to be adapted to or adjusted to that business and its needs? By thinking of the service that the advertising is to render, the amount of advertising will be

A contented Detroiter

HE has his copy of The Detroit News. If he wants to know what's on the air The News will tell him. If he's interested in Oskaloosa Can preferred The News will give him the closing quotation six hours before any other Detroit paper. The standing of his favorite hockey team is in The News as well as gossip of the base ball camps. And when it comes to the pageant of news events he couldn't think of being without The News, for it is the only evening newspaper in Detroit having Associated Press service and the only Detroit newspaper to have its own correspondents in New York, Washington, London and Paris. Small wonder that four out of every five Detroit householders taking any English newspaper sit down before their hearths every evening with a copy of

The Detroit News

The HOME newspaper

Now 370,000 Sundays ***Now 350,000 Weekdays***

Merchant


The Chicago Merchant

Published Monthly by

THE CHICAGO DAILY NEWS

Promoting New Ideas and Opportunities to Benefit the Retailer

MARCH 1928. NO. 3

Quality Goods Prove Easiest to Merchandise

Cannot Afford to Stop Advertising

Chain Stores in '27 Show Big Sales Increase

Official O. K. for Hard and Egg Diet

Babson Tells Why Big Firms Remain Big

National Advertising Chief Asset, Says Noted Expert

Neat Displays Win New Trade

"The Chicago Merchant" is issued by the Merchandising Service Department of The Daily News and is an integral part of its program to make your merchandising and advertising efforts in the Chicago market increasingly profitable.

AILY NEWS

ESENTATIVES

DETROIT
dward & Kelly
Fine Arts Bldg.

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

OUP OF AMERICAN CITIES

February brought 10,235 more prospects *for* you *in the* Oklahoma City Market

WITH Oklahoma City business better than at any time in the past nine years; with national bank deposits for March at $87,475,966, a gain of $6,500,000 over March of 1927; and with population and building activities leaping ahead of even last year's unprecedented growth, the Oklahoma City market offers unexcelled sales opportunities to manufacturers and advertisers.

The Oklahoman and Times are keeping pace with Oklahoma City's growth. Just 10,235 more people are reading the Oklahoman and Times on week days now than during March of 1925. The average net paid circulation of the Oklahoman and Times in February was 156,558. The average Sunday sale was 96,297, a gain over February, 1927, of 3,607.

The Oklahoman and Times are the most powerful media for developing the sales opportunities which the rich and fast-growing Oklahoma City market offers all advertisers.

OKLAHOMAN and TIMES
DAILY NET-PAID
AVERAGE, February, '28
156,558
The Sunday Oklahoman
~96,297~

The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Thoroughly and *alone* cover the Oklahoma City Market

E. KATZ SPECIAL ADVERTISING AGENCY
New York · Chicago · Detroit
Kansas City · Atlanta
San Francisco

The OKLAHOMA PUBLISHING CO.

also publishers of

The OKLAHOMA FARMER-STOCKMAN

arrived at by calculation and will not be a sum which the advertising man thinks up or desires to solicit.

Advertising isn't simply a game, a speculation, something to be sold on talk or hunches, but is a tremendously serious and effective factor in modern commerce. All advertising men who have succeeded in any large way have sensed this professional side of advertising, the service phase of it, the application of it to business and to money-making for its users. They have done everything they could to understand and formulate its principles, to make its applications more significant. Above all, they have tried to frown upon the extravagant, the impossible, the untruthful, to keep the business and general public from judging advertising and the men in it by the few opportunists, parasites, non-thinking, non-productive adventurers who have gotten into this the same as they have in every other business.

The foregoing points do not sum up the advertising industry or profession any more than the same number of points would sum up engineering or medicine. These are fundamentals. There are many more. I give you these to show you that a man or woman going into advertising must understand what it is all about, not merely that it is an attractive profession that people make big money in.

The woods are full of young advertising men who have gotten up to the half way mark and are anchored there because they do not know business nor the relationship of advertising to it.

This all leads up to what apprenticeship you must go through to understand business sufficiently to think of advertising as a means to an end and an aid to business. You can get the best first-hand view of advertising work on a newspaper, in my opinion, because there you see advertising in its most primary relationship to business.

The man on the newspaper sees the retail store write an advertisement today. It is printed tonight. The results come in tomorrow. Here is the quickest possible instance of cause and effect. The newspaper man may get a chance to help write advertisements for a number of stores. He can confer daily with the advertising managers of such retail stores as have them. He gets to know what lines can best be sold by text, which can best be sold by talk and pictures, which can best be sold on price, and so on. He begins to catch what is good advertising and what is ineffective advertising. He can serve this apprenticeship just long enough really to understand the use of advertising in retailing.

Since ultimately most goods must be sold over the counter or by a retail salesman, the newspaper man sees a greater variety of applications of advertising than anyone else. He also has a chance to see where national advertising enters in, how to hook up magazine, national newspaper advertising, outdoor display, printed salesmanship and so on to the ultimate retail sale.

He understands what makes sales happen, and he knows that advertising is a positive cause, not conversation or allegations or assumptions. He must have something on which to base his faith, because advertising is to some extent intangible.

* * *

The next place where the advertising apprentice gets viewpoint is the department store. Here he sees a number of departments of merchandise advertised daily, has an opportunity to observe and analyze results so that after a while he knows that certain causes will always produce certain results. He gets a chance to observe seasons, price ranges, to compare staples with style goods, the value of window display, store display, clerk education, capital invested in relation to volume, mark-up of profit, mark-down of loss because of unsold goods, and above all the centralization of control.

He gets an opportunity to see how management makes money as he will find it in few other places.

* * *

In the list of points, we have emphasized the matter of research.

It is possible that in a research department of an advertising agency or of a publication a student may get a sufficient understanding of many kinds of business, the relationship of advertising to sales method, so that he will get a comprehension of practical business instead of a dilettante view of it.

I note in your letter that Mr. Alford does not want to waste much time about his preliminaries. A sound foundation that would take a year more will multiply in earning power in later years. A limited foundation will interfere with a man's efficiency all his life. He must have a practical viewpoint on business in order to meet with and confer with hard-boiled executives who are interested only in the progress and earnings of their business.

Unless a man is thoroughly grounded in business which enables him to know the principles that underlie advertising, he is sunk the first minute he gets into a discussion with a practical, thoroughly experienced, keen-minded business man. You will see all the time that what we are talking about is advertising as an exact procedure in preference to advertising which is guesswork.

In order to be authoritative, an apprenticeship must be served. Take your choice as to where you serve it. I favor the newspaper business.

After you get into advertising you will find that one man has a capability for writing copy, another has a personality which enables him to sell accounts; another one has a capability for operating detail which enables him to be an advertising manager. There are different abilities in advertising the same as in law. One man is a great pleader, another is a good preparer of briefs, another is a jury picker, another has a personality which attracts clients.

The man in charge of a retail store's advertising is called an advertising manager. The same is true of the manager of that detail of a manufacturing business. But the advertising manager of a newspaper has a job just as unlike the others as a truck is unlike a passenger car. They are all called advertising managers. At first it is hard for a man to tell into what classification he wants to put himself and it is hard to tell where the most money can be made.

One thing is certain: a man can start out, learn the business in the newspaper, have an opportunity to observe many kinds of business, make a living right from the start and find out without sacrifice to himself where his capabilities would best fit.

There is no standard price paid for the man of unusual ability, of unusual energy and unusual personality. Some salesmen get more than $100,000 a year. These are extraordinary instances. Even writers of advertising who also control accounts because of their sheer ability to produce results have made much more than this.

The man who can sell accounts and hold them, and develop plans, is likely on the average to earn the most money, just the same as the big salesman in law, insurance, corporation affairs, or in any other field, is the big money maker.

Salesmanship may involve selling the individual, selling the board of directors, presentation to groups of salesmen and groups of dealers —so that not only should a man be able to do office selling but upon occasion he must be something of a public speaker. Public speaking is a rounding out of this ability the same as any other.

Please consider as part of this letter our book, "Four Square Advertising," which I am sending to you under separate cover. You will find it well worth a careful reading. Another book which every beginner should read is "The Book of Reason Why" by John E. Kennedy, written twenty or more years ago.

In the final summing up, remember that advertising is not a stunt, nor a game. The man who buys space buys it for a purpose, and advertising works according to plan to an objective and with campaign procedure.

It is business first, literature and art second, but always all three of these.

Acknowledging the Corn—And Making Grist of It

How a Confession of Error Can Lead Right into a Sales Talk

By Charles Noble

INFALLIBILITY really seems, at last, to be getting unfashionable. Time was when quite a lot of people besides newspaper editors would admit, if pressed, that they never made mistakes; and were capable of considerable indignation if a customer (who should have known better) timidly suggested that the shipment of brown ear-muffs was very nice, but he had ordered blue. Nowadays, though, their number is diminishing rapidly, and the survivors seem troubled by their own lonely perfection rather than glorying in it.

This leads up to the immediate point that a number of letters, which I have just read, seem to do a better job of admitting one's self in the wrong, and of going on from there in a good-tempered but determined fashion to collect a legitimate dividend from the situation, than any other recently on record. Now go on with the story:

The Reardon Company, of St. Louis, manufactures cold water paint, kalsomine, cement paint and wall sizing. For some time the company had been selling to the Rinker-Deas Paint Company in Augusta, Ga. Lately, it added a new account in Augusta—and the name of the new customer was The Rinker Paint and Glass Company. Anybody can see the possibilities of confusion in those similar names and identical addresses and it is not surprising that the first shipment to The Rinker Paint and Glass Company was sent to the Rinker-Deas Paint Company.

That was annoying to everybody concerned, of course, but being a very natural error, it called for no more than a brief and courteous explanation and apology, which was written by the Reardon Company.

But somebody wasn't satisfied with one blunder, for the very same day that the first mistake was brought to light, and the first apology written, two more shipments were sent out that repeated the wrong address. So a second letter went into the mail, which read:

Rinker Paint and Glass Company,
Gentlemen:

Mr. Rinker's letter of the 18 enclosing correspondence and check is received for which we thank you.

We are mighty sorry that the two shipments of Sanicote were marked wrong, and we assure you that we greatly regret this error.

We again read the riot act to the shipping clerk and if it happens again, both the shipping clerk and ourselves are going to be greatly surprised.

Sincerely,
THE REARDON COMPANY.

Then, after a decent interval, without either a tactless rush upon the customer, or so long a delay as to permit him completely to have forgotten the incident, came the third letter, which said:

Gentlemen:

Now that we've gotten to the point where we can stencil your shipments properly, Mr. Rinker, we'd like to serve you in a larger way.

On Bondex, for instance.

Bondex is one of the most profitable specialties on the market for the Paint Jobber. . . .

And from that point glides smoothly and pleasantly into a simple, straightforward and forcible selling talk.

"When we are wrong," says J. A. Reardon, secretary of the Reardon Company, "we admit it candidly and do our durndest to straighten a customer out to his entire satisfaction.

"Around here we are human and are just as liable to make mistakes as the next one. Everyone is, but the trouble is that the majority of manufacturers who make mistakes are somewhat afraid

to admit it. They shouldn't be, for if everyone were perfect and never erred, this sure would be a heck of a world to live in.

"We found that acknowledging our errors frankly pays and leaves the customer with a good taste."

There doesn't seem to be a great deal of need to add anything to that; but I would like to know how much Bondex Mr. Rinker bought. My guess is that he placed a good substantial order. If he didn't, he should have had some mighty good reasons for not doing so.

Pacific Mills Appointments

Victor Bowman, general cotton goods sales manager, has been appointed to direct the export trade of the Pacific Mills, New York. He formerly was general sales manager of the Dennison Manufacturing Company, Framingham, Mass.

Melvin W. Peyser, chief assistant to Ernest B. Filsinger, who, as reported in last week's issue of PRINTERS' INK has resigned from the Pacific Mills to join the Royal Baking Powder Company, has been appointed export manager. He will continue the supervision of the export manufacturing department of which he has been in charge since its establishment.

A. Goldmark & Sons with W. I. Tracy

A. Goldmark & Sons, New York, distributors of Van Houten's Cocoa, Chiver's English Marmalade, and Marshall's Herring, have appointed W. I. Tracy, Inc., advertising agency, also of New York, to direct their advertising account. Newspaper and car-card advertising will be used.

Z. L. Potter Agency to Open New York Office

The Z. L. Potter Company, Syracuse, N. Y., sales and advertising counsel, will open a New York office about March 15.

E. F. Rouse with "Harper's Bazar"

Eugene F. Rouse has joined *Harper's Bazar*, New York, as manager of the Detroit office. He was formerly with the *Elks Magazine*, New York.

Appointed by Chicago "Herald and Examiner"

Sidney Smith, formerly engaged in free-lance work in Chicago, has been appointed promotion manager of the Chicago *Herald and Examiner*.

H. S. Ide, President, Geo. P. Ide & Company

Herbert S. Ide, vice-president of Geo. P. Ide & Company, Troy, N. Y., makers of Ide shirts and collars, has been elected president. He succeeds Alba M. Ide, who has been made chairman of the board of directors.

Philip H. Duer, president of Demley, Inc., New York, importer of novelties, will become vice-president, in charge of distribution and styling, a position corresponding to general sales manager. His appointment is effective April 1.

Doty & Stypes Becomes Arthur W. Stypes, Inc.

Doty & Stypes, Inc., publishers' representative, San Francisco, has changed its name to Arthur W. Stypes, Inc. Mr. Stypes, who has purchased the interest in this company of Walter L. Doty, is president of the new corporation and manager of the San Francisco office.

Gordon B. Bell has been appointed manager of the Portland, Oreg., office. Ned Brydone-Jack will continue as manager of the Los Angeles Office.

White Company Advances S. P. Seward

Stanley P. Seward, advertising manager since 1923 of the White Company, Cleveland, White motor trucks, has been appointed assistant to Saunders Jones, vice-president of the company. Mr. Seward will continue direction of the advertising department in addition to his new duties.

American-LaFrance & Foamite Account to Moser & Cotins

The American-LaFrance & Foamite Corporation, with headquarters at Utica, N. Y., has placed its advertising account with Moser & Cotins, advertising agency of that city. This includes the advertising of the Foamite fire extinguisher and the industrial advertising of the former American-LaFrance Fire Engine Company.

F. R. Valpey to Direct Graham-Paige Motors Sales

F. R. Valpey has been appointed general sales manager of the Graham-Paige Motors Corporation, Detroit. He joined this company when the Graham brothers took over the Paige-Detroit Motor Car Company. W. R. Heilman is now assistant sales manager.

Mr. Valpey has also been made a director of the Graham-Paige Company.

Joins Lyddon & Hanford

Wilber Lewis has joined the Lyddon & Hanford Company advertising agency, as copy director of its New York office. He was formerly with the J. Walter Thompson Company, Inc., and the Joseph Richards Company, both of that city.

How ONE evening newspape

COVERS

New York and Suburbs

1. TOTAL CIRCULATION—the New York Evening Journal circulation for the six months ending September 30, 1927 w 680,681 copies a day—double the circulation of the ne evening paper plus 52,000 copies a day—more than the ne two combined, plus 89,000 copies a day!
2. CITY CIRCULATION—the Evening Journal's City ci culation is more than the next two evening papers combined
3. BROOKLYN CIRCULATION—the Evening Journal circulation in Brooklyn, Queens and Long Island exceeds th of three Brooklyn daily papers combined!
4. UPTOWN NEW YORK CIRCULATION—the Evenin Journal sells over 100,000 copies each day in Harlem, Bron Washington Heights, Fordham and Westchester County addition to many more thousands of Evening Journals pu chased downtown and carried home into these sections!
5. WESTCHESTER CIRCULATION—in this wealthi suburban territory in the United States the Evening Journ outsells all other New York standard size evening newspape combined!
6. LONG ISLAND CIRCULATION—in 53 towns with New York suburban territory the Evening Journal outsells New York evening newspapers combined!
7. NEW JERSEY CIRCULATION—in 231 towns with New York suburban territory the Evening Journal outsells other evening newspapers combined!
8. SUBURBAN CIRCULATON—throughout suburban N York, within the fifty-mile shopping area, the Evening Journ has more circulation than all the other New York eveni papers combined!

How to Reach the Most Prosperous Families in the United States

New York families—those with the highest family income in America—can best be reached through the columns of their favorite evening newspaper—the New York Evening Journal.

The New York Evening Journal is bought by nearly half of all those who buy any New York evening newspaper—and goes home, where it is read by nearly every member of the family.

Rightly approached, the New York market is the most profitable selling area in the country. Advertisers have learned that the New York Evening Journal dominates this great market at low cost and without duplication.

CIRCULATION FOR SIX MONTHS ENDING SEPTEMBER 30, 680,681 DAILY NET PAID

NEW YORK EVENING JOURNAL

Greatest Circulation of any Evening Newspaper in America and a* QUALITY *Circulation at* THREE CENTS *a Copy Daily and* FIVE CENTS *a Copy Saturday

Hearst Building
Chicago, Ill.

2 COLUMBUS CIRCLE
New York City

General Motors Building
Detroit, Mich.

Salesmen Will Use an Advertising Portfolio If—

Two Manufacturers Tell How They Get Their Salesmen to Carry and Use Portfolios

By Charles G. Muller

SEVERAL manufacturers recently have asked PRINTERS' INK two questions.

The first: "How can we get salesmen to carry an advertising portfolio?" (Old-time salesmen especially think they know all about the line and do not feel that they should have to carry a portfolio to aid them in their selling work.)

The second question: "How can we compile an advertising portfolio for our men to use continuously on an old product with an old customer?" (Many salesmen, these manufacturers say, can be given a pretty complete advertising presentation which they will use effectively in launching a new product with an old customer or an old product with a new customer. But as for an old product with an old customer—that's a horse a few hands higher.)

The answers to both these ever-enduring questions are closely allied. The answer to one comes close to answering the other—which should make things very, very simple. But there's a catch. The catch is that while many manufacturers have tackled these portfolio questions over long periods of years, too few of them have found an answer that works.

Actual facts on these two angles of advertising portfolios seem to be: (1) Most companies experience a great deal of trouble getting their men to use such portfolios; (2) many companies after digging into the problem for years, still feel that their solutions fall far short of a practical, much less an ideal, mark; (3) a small number of concerns have achieved an advertising portfolio the usefulness of which is great enough and apparent enough for salesmen to use it constantly.

> Any executive who has laboriously compiled an advertising portfolio, who has been gently suffused with the warmth that attends a real accomplishment, and who has then found his tome not only unsung by his salesmen but unused—well, there is at least one idea for him in this article.
>
> Yes, indeed, it is one thing to get up a portfolio and quite another thing to induce salesmen to use it. The Smokador Manufacturing Company and the United States Rubber Company tell how to get the portfolio where it belongs—right under the prospect's nose while the salesman is doing his stuff.

Before touching in detail the answers, one for a line of products and one for a specialty, to these basic portfolio questions, let us come to an understanding important to the carrying out of this article. It is admitted that there are many types of portfolios for widely diverging needs. Essentially, however, there are two—one for regular run-of-the-day work and one for special uses. Some of the specials are just for the education of salesmen, but as one manufacturer declares: "I certainly don't expect my men to lug their own educational material around to dealers even if it did cost me $5 a copy." Other portfolios are only for education of special dealers. But all of these specials lie outside our present bailiwick. The province of this piece, let it be understood then, is the regular day-to-day advertising portfolio created to help salesmen help dealers to move merchandise.

Further to simplify matters, let

us agree that there are only two major types of products. First, the specialty item; second, the line of standard products. Actually what applies to one in this short survey can be adapted to the other.

To answer, in the specialty field, how to get salesmen to carry an advertising portfolio and how to get them to use it continuously on an old product with an old customer, I am going to quote a sales manager who—stand by for a paradox—does not believe in advertising portfolios. But don't get excited. His method is sound. It works. He has followed it himself for years, and his men now use it successfully.

The Smokador Manufacturing Company merchandises two models of a product—one smoking stand sells at $10.50, the other at $15. They are in every sense specialties. Elon G. Pratt, sales manager, is the man who does not use portfolios. Yet—here's another paradox—he has one that is generally admitted to be a knockout.

"It is so magnificent," he admits, "that using it is like taking dealers on a Burton Holmes travel tour. They all think it is fine and say so. It would win any dealer argument—but it would lose the sale at the same time. So I keep that portfolio carefully in the office for meetings with executives—and in the field use a manila envelope instead."

This manila envelope is the basis of the informal Smokador advertising portfolio. Using an envelope for a portfolio may not be unique; at the very least, however, it is unusual. And the make-up of this one is so simple and so effective that it may well be adapted and expanded by anyone.

"The first consideration in putting material into this manila envelope of ours," Mr. Pratt explains, "is to make the form of the contents such that they can actually be put into the dealer's hands. Believing strongly that the best way to get a buyer's attention is to give him something which he can hold, our advertising material is prepared so that it can be put right into his hands. The second consideration is, will it make the salesman's selling easier? And the third factor is, will it make the salesman's carrying easier?

OBJECTIONS TO A BULKY PORTFOLIO

"Our thought is simply that either a sales or an advertising portfolio should help make selling easy. If the portfolio is cumbersome, it makes selling hard. Not only because the dealer cannot be given each individual piece of advertising matter but also because a bulky portfolio enables the buyer to spot the salesman a long way off and crawl into his shell. If, however, the portfolio can be slipped conveniently into the salesman's pocket; if it makes selling easier; and if it contains materials which can be handed out to the dealer, then the salesman will want to carry it and *will* carry it.

"Put yourself in the salesman's position. He is selling Smokadors or dresses or some other specialty. From his viewpoint, the ideal equipment is this. An order book first, in one pocket, to record his sales. Then in another pocket a manila envelope with, second, a price list, so he will make no mistakes and have to resell his order. Third, samples of his line. In some lines the samples are small and can be carried. Where they cannot be easily handled, a substitute is necessary. Photographs are best, because they take up little room and because a merchant will believe a photograph where he might doubt a drawing. Fourth, when the dealer asks what is the material or what are the colors of the product, the salesman needs swatches or color cards. Fifth, he needs a small, loose-leaf, question-and-answer sales manual. This need take up only a few thin pages.

"That pretty well completes the needs for his entire sales portfolio—which for a specialty also serves to do sales promotion—and yet there is nothing there that he cannot carry easily in an envelope or a small leather wallet.

"The next things the salesman needs are along advertising lines,

Why Advertising Agencies say: "Use The NEWS *Exclusively* in Indianapolis"

Over 83% coverage of all Indianapolis and Marion County families daily—remarkably thorough coverage throughout the entire 70-mile Indianapolis Radius—advertising prestige and responsiveness obtainable from no other source . . . . . these are logical reasons why The INDIANAPOLIS NEWS is recommended by advertising agencies as the *one* medium for a *concentrated* advertising schedule in this market.

In some cities it is essential to use two, three or even more newspapers to obtain an adequate coverage of families. In Indianapolis, an *exclusive* schedule in The NEWS accomplishes maximum results at minimum cost! . . . In 1927, 447 National Advertisers used The NEWS *exclusively*—the number increases every year!

The INDIANAPOLIS NEWS
sells The Indianapolis Radius

DON. BRIDGE, *Advertising Manager*

New York: DAN A. CARROLL, 110 East 42nd St. Chicago: J. E. LUTZ, The Tower Bldg.

NEWS 1927 CIRCULATION WAS LARGEST IN NEWS 58-YEAR HISTORY

and for our working portfolio we have small folders with testimonials that he can give his dealer to send to customers. On top of these are letters of endorsement to back up the folders. Then comes our national advertising. The latest advertisements with a list of mediums are put into the envelope.

"Now, although our salesman's portfolio contains a basic variety of helps, have I asked him to carry anything he does not want to carry? We have given him everything to make his selling easy, and we have made up the material so that he can fold each item into envelope size and have it ready to slip out of the envelope and into the dealer's hands.

"This ease of handling is to my mind of paramount importance. Because everything in the kit can be reached without stopping the sales talk, the salesman can keep his dealer's attention while reaching for the particular piece of literature in which the dealer is interested. This point cannot be over-emphasized, because many merchants don't have to, and don't want to see all of a company's advertising material. When you, therefore, have each item separate, as in a portfolio like ours, the salesman is able to give the dealer exactly what the dealer should see. The salesman cannot do this with the conventional portfolio.

"You may ask: 'How can this material be limited to the size of a small wallet or manila envelope?' The answer to that is the answer to how to get the salesman to carry any portfolio at all—put into it only what is absolutely justified. Before making up a portfolio, ask the president or the sales manager of the company to go out and spend a day using the proposed material. That's a really practical way to convince anyone whether the portfolio includes none but essential items.

SOME OF THE ADVANTAGES

"As we see it, the advantages of this simple method of ours are many. Such a loose-leaf portfolio enables the specialty salesman, as I have brought out, to rivet the dealer's attention on the single thing that interests him at the moment. It also allows the salesman to *leave in the dealer's hands* material which he will use. (Other, regular or standard material can always be sent to the merchant by mail, so that the salesman need not lug it around.)

"Too, the salesman with this portfolio doesn't become so busy showing his portfolio that he forgets to take the order.

"In leaving such things as order forms, color cards and folders, the salesman has assurance that the dealer will not forget all about his product as soon as the interview is over. Who would not rather leave an advertisement stuck up in a dealer's window than carry it out of the store pasted in a portfolio? And the material left behind can be replaced at noon or at the end of the day from a central supply parked in the salesman's hotel room.

"The net of our experience with this envelope method is that when you really study to find out what advertising literature will help the salesman sell and then put it into convenient form for easy carrying, the salesman will carry it. And when you further arrange it so that the salesman can leave with the dealer up-to-the-minute material in which the dealer expresses an immediate interest, even the old salesman will use his advertising portfolio on an old product with an old dealer."

Now you ask: "Take a company with a long line and that has salesmen in its employ who have been with the house for years and years. They think they know all about the line—nothing more to learn. What does a company in this position do to get the old-timer to carry an advertising portfolio?"

We'll just pass that question on to the United States Rubber Company. G. N. Walker, advertising manager of the tire division, who has worked out one of the most complete portfolios in the industry, and whose salesmen carry it, too, answers very succinctly:

"Our portfolio offers the dealer

The "follow-through" is just as important in thinking as it is in golf. Some advertisers, who reason through to markets when they buy mass magazines, don't think beyond mere editorial tie-up in class publications. But many others see behind the pages of Vogue, Vanity Fair and House & Garden, for example, a rich and nationally influential market of 360,000 consumers. With no more editorial tie-up than the other fellow gets in mass magazines, these "follow-through" reasoners are rapidly building consumer demand and national distribution by selling this market through the Condé Nast Group.

so much and answers his every conceivable question so well that the old-line men cannot get along any better without it than can new men. It covers more than twenty-five items, products which the younger men after studying in our school have kept pushing with the help of the portfolio. This work of the new men with the book has brought such results that the old-timers have had to step to keep up. Briefly, the older men have to carry the book to hold their own with the young men."

Previous to this present portfolio, the tire division of this company admittedly had other advertising portfolios which were not used, and the reason they were not used, says Mr. Walker, was that they were not complete enough. Often branch managers had to supply information that the portfolio should have had. Year by year, however, the tire dealer became more and more advertising conscious until finally he asked such intricate questions that salesmen could not answer properly without written help. If the United States Rubber Company's tire salesman could not tell the dealer what he wanted to know, some competing salesman could—and very quickly would. The result of this condition is the present portfolio, which can answer any dealer question quickly and fully and which is so complete that young and old salesmen have to carry it to meet dealer demands.

Mr. Walker, himself, on a recent trip to Florida to work with two important accounts, took the advertising portfolio along with him and frankly declared he could not do without it. He describes it as "the sort of thing which tells its own story to the board of directors when they ask you to account for advertising expenditures."

The "United States Tire Advertising and Sales Promotion" portfolio is a thick ten by twelve-inch loose-leaf book the contents of which are printed on heavy glossed paper. The covers are blue, and the inside cover carries an identifying number, together with the name of the salesman to whom the portfolio is loaned. It opens with the heading, "What the book is about." This, in part, is what it is about:

Once in a long while you hear of some fellow who is running a tire business or service station for fun—because he has to do something to keep him occupied. But such cases are few and far between.

Nine hundred and ninety-nine men out of every thousand at least are in the business to make a living. And the more they make the better they like it.

Just remember that—plus the one other fact that unless the dealer *sells* the tires and gets his money for them he won't be in the market for any more—and you've got the key to this book.

Dealers come in all sizes and patterns. Some are big dealers, some medium, some small.

Some have stores which just naturally adapt themselves to the use of display material. Others are not so good.

Some are eager for suggestions. Others have to be handled patiently until they realize what you are trying to do for them.

Some have one kind of competition. Some have another. Some have one kind of trade. Some another. The possible variations are many and various.

This book can do little more than show you—and them—the things we have developed—and hit the high spots of their use.

Past that, it's up to you to judge each case individually and to work with each dealer in the way he will best respond.

Here are the tools—the dealer's store is the raw material—but *you* are the craftsman.

Immediately following is a table of contents that indicates how thoroughly this advertising portfolio goes into things which will make salesmen want to carry it:

Section I. The Dealer and His Store

A. Outside Appearance—Painting, use of signs, etc.

B. The Window — Backgrounds, tire stands, blackboard signs, window displays, etc.

C. Inside of Store — Inside display material, tire racks, stock arrangement, etc.

Section II. National Advertising

A. Schedules.

B. Samples of newspaper, magazine, farm-paper and trade-paper advertisements.

C. Advertising coverage in relation to sales.

Section III. Dealer Advertising

A. Newspaper—Co-operative advertisements, electrotypes, time payment advertising, etc.

B. Direct Mail—Dealer to car owner letters, folders, blotters, special mailings, etc.

C. Outdoor Advertising—Road signs, etc.
D. Special Advertising Aids — Tire covers, lantern slides, etc.
E. Business Helps—Letterheads, billheads, shipping tags, repair tags, etc.
Section IV. Sales Promotion
Helpful suggestions for increasing sales, etc.
Section V. The "U. S. Tire Retailer"
Facts about one of the most influential dealer publications in the country.

Then, marked off with heavy tabs, are the individual sections, each of which deals completely with its subject. Because each of these is handled in the same fundamental way, let me go through a typical section to show how it helps the salesman to work with his dealers and so fully serves him that whether he is old or young he carries the entire book.

When the dealer asks, "What can you do to get me some business from these windows of mine?" the U. S. tire salesman puts his finger on the tab marked "windows," and this is what he shows the dealer:

First, a short talk on windows.

Store windows do two things.
They impress the passerby with the character of the store and acquaint him with the type and brand of merchandise it carries.
They, also, sometimes draw the passerby into the store and give the sales people a chance to make a customer of him.
As a rule, windows in tire stores do more of the first kind of work than the second. But they can be made to do both to a greater extent than most tire dealers realize.
They can be used for attractive general displays and for "specials."
The company furnishes a wealth of material for both purposes. It is illustrated on the following pages, together with some simple window trim suggestions which any dealer can follow.
Check up on windows.

Then twelve pages, all but one right-hand pages for easy reference, on displays available. For instance there are: A combination window background, tire stand and tire insert; new combination blackboard and calendar for dealer announcements and a tire stand that helps tires to sell themselves. All of these are illustrated in full colors, as are three window transparencies—a new set.

Then come these pages: "Practical Ideas for United States Dealers' Windows," "Crepe Paper for Window Dressing," "Four Special Windows Which Can Be Assembled by Any Dealer," "A Window Display That Features 'Plenty of Rubber,'" "A Window Display That Shows the Superiority of Web Cord," "A Window Display on Skidding," "A Window Display of a Bottle of Milk and a U. S. Tire" and "An Attractive USCO Junior Display." Each of these being accompanied by ample, but not lengthy, descriptions of what they are and how they are prepared.

In summing up the methods of this old company with a long line to get salesmen to carry an advertising portfolio, Mr. Walker says that the experiences of the tire division have shown that it is the contents of a portfolio which determine primarily whether the salesmen will carry and use it.

"When the dealer speaks up," Mr. Walker says, "and asks, 'What do I get out of your advertising right here in this town?' or 'How can you fix me up with some mailing stuff for my customers?' the salesman has to know the answer patly. With dealers ever becoming more advertising conscious and in four out of five conversations bringing up advertising, the salesman cannot be without a portfolio which will fully and clearly answer all questions. If the portfolio helps him handle his accounts so as to make sales, he uses it; if it only gets in his way without being complete enough to do a full selling job, he does not carry it. Exhaustive, usable contents—that seems to be the answer.

"So we have made our portfolio into an 'advertising and sales promotion manual of *all* the national and dealer advertising and sales promotion that the United States Rubber Company does in twelve months for 25,000 tire dealers.' And our salesmen, old and young alike—as shown by the closest check-up we can make—carry this portfolio and use it on the old products with old dealers as thoroughly as they use it on new dealers."

So vast a market is Chicago that it more than justifies special localized merchandising effort on a substantial scale by all national advertisers. The potential return available to such effort is tremendous; Chicago possesses not only a huge populace but one which, in the aggregate, is invariably prosperous.

Naturally advertising designed to influence Chicago should be placed where the greatest number of Chicagoans will have opportunity to read and react to it.

In January the Chicago Evening American led all Chicago daily newspapers in city circulation; in the evening field the lead was more than one hundred thousand. Advertisers in the Chicago Evening American are assured a circulation of well over a half-million, more than 90% of which is concentrated in Chicago and Cook County.

National Advertising Executives

RODNEY E. BOONE
General Manager
National Advertising
9 E. 40th Street
New York City

H. A. KOEHLER
Manager
Chicago Office
929 Hearst Building
Chicago

W. M. NEWMAN
Manager
American Home Journal
1007 Hearst Building
Chicago

F. C. WHEELER
Manager
Automotive Advertising
901 Hearst Building
Chicago

L. C. BOONE
Manager
Detroit Office
Book Tower Building
Detroit

S. B. CHITTENDEN
Manager
Boston Office
5 Winthrop Square
Boston

CONGER & MOODY
Representatives on Pacific Coast
927 Hearst Building
San Francisco

FRED H. DRUEHL
Manager
Rochester Office
136 St. Paul Street
Rochester, N. Y.

KENNETH J. NIXON
Manager
Atlanta Office
82 Marietta Street
Atlanta, Ga.

CHICAGO EVENING AMERICAN

a good newspaper

It All Comes Out in the Wash

THE NUGRAPE COMPANY OF DELAWARE
BALTIMORE, MD.

Editor of PRINTERS' INK:

Do the majority of sales managers who have men in the field for periods of more than one week allow laundry to be charged to the salesman's expense account? I will greatly appreciate as much information on this as you can give me, noting as best you can a few firms who do allow this item.

In my opinion a salesman pays an increased price for laundry done through hotels, in about the same ratio as his other road expenses compare with expenses when he is established in one place. This being the case, he should be allowed this item for the same reason that he is allowed his hotel and meals.

A self-addressed stamped envelope is enclosed for your reply, and any help you can give me will be duly appreciated.

J. R. BRYANT, JR.,
Vice-President.

WHAT there is about the item of "Personal Laundry" that seems to distress the souls of treasurers, auditors, comptrollers, cashiers, and other checkers of travelers' expense accounts is difficult to understand. Yet so it does. Blithely they will gulp camels under every other classification and wryly strain out gnats of laundry items. Or if they are not permitted to, they would like to.

Most sales managers, or those, at least, who have graduated from the road, allow their salesmen to charge laundry items, as such, into their expense accounts. They know from experience, first, that the item is not one of the more important, and second, that it is peculiarly personal and a prerogative of immemorial custom, and, third, that if they do not allow it under the classification of "laundry," there will always be the temptation to put it into the expense account under some other name.

For that matter, the printed classifications in a salesman's expense report are not of tremendous significance. It is only the total expenditure that matters, and the ratio which that total bears to total sales for a particular period. Printed classifications in an expense report are primarily for accounting purposes. Perhaps the real reason for including a classification for "laundry" is that it has a psychological effect on the salesman and makes him feel that his company has a real interest—a nice motherly interest—in his shirts and socks and in keeping him fresh and tidy while he is away from home.

The subject of "What to allow for salesmen's expenses" has been discussed in PRINTERS' INK and PRINTERS' INK MONTHLY and references to these articles are available to all who may be interested. —[*Ed.* PRINTERS' INK.

A. E. Philips with Johnson & Johnson

A. E. Philips has been appointed director of merchandising of Johnson & Johnson, New Brunswick, N. J., manufacturers of Red Cross surgical dressings and first aid supplies. For the last ten years, he has been general sales manager of the Welch Grape Juice Company, Westfield, N. Y., of which he also has been vice-president and a director.

D'Evelyn & Wadsworth to Exchange Agency Facilities

D'Evelyn & Wadsworth, San Francisco advertising agency, has established reciprocal representative arrangements with Logan & Stebbins, advertising agency of Los Angeles. Similar representation has been effected with the L. H. Waldron Advertising Agency, at New York.

Start Direct-Mail Business at Tulsa

Mansfield Mills and Robert L. Wilson have organized a direct-mail advertising business at Tulsa, Okla., under the name of Mills-Wilson, Advertising. Mr. Mills is owner of the Verve Advertising Service, Emporia, Kans., which he will continue.

F. M. Kiefaber Appointed by National Process Company

Francis M. Kiefaber has been appointed Philadelphia representative of the National Process Company, Inc., New York. He was formerly with the graphic arts division of the D. L. Ward Company, Philadelphia.

R. R. Dunwody, Jr., with Wm. J. Morton Company

Robert R. Dunwody, Jr., formerly with George Batten Company, Inc., New York, has joined the New York office of the Wm. J. Morton Company, publishers' representative.

You Don't Have To "Se

Every man, woman and child of America's one hundred and twenty millions is interested in automobiles.

The hitch-hiker by the road-side is a connoisseur of motor cars . . . he doesn't have to be sold.

The Moon To A Child

The problem of the advertiser is *to reach those who can afford a new car.*

Cosmopolitan *has made that selection.*

The 1,600,000 families who show their preference for better reading matter every month in their purchase of Cosmopolitan, a 35c magazine,

. . . are the families who have the discrimination to appreciate your car . . . your electric refrigerator . . . your oil burner . . . your selected food products . . . or what not . . . who have the means to buy what they want

. . . and who live near the centers of trade.

The fact that 2,000,000 families in the United States own two or more cars is an indication of the extent of this market.

Hearst's International combined with

Cosmopolitan

119 WEST 40th STREET, NEW YORK

The Buying Exchange as a Jobbing Factor

Progressive Jobbers Are Not Worrying about Buying Exchanges—They Are Depending on the Retailers to Appreciate the Service Which a Good Jobber Can Render

By A. H. Deute

"JUST when we jobbers start to catch our breath again and figure that maybe we can survive in the face of chain-store growth, here come these buying exchanges to start making life miserable for us."

That is the way one wholesaler summed up his remarks. It seems that a growing problem is menacing the jobbers—the problem of groups of merchants who are combining and forming buying exchanges. These buying exchanges are by no means something new. They have existed in one form or another for a good many years. They have existed long enough to enable their good points and weak points to stand out in relief.

For some reason or other, right now they are stirring up considerable interest. Maybe that is due not so much to anything which buying exchanges are accomplishing just at this time, as to the fact that the trade has a little time to think about them.

It seems a pity and a shame that the churning and milling distributive industry can't have a little quiet spell now and then. But it is evident that such is not to be the case. No sooner do wholesalers and manufacturers and also the thinking individual merchants get an opportunity to look about and find they are not going to be swooped off of this globe by chain stores, than this bogey of the buying exchange looms.

For several weeks, I have been talking about these exchanges with wholesalers and retailers in various lines from the Atlantic to the Pacific and from the Gulf to Canada. Here seems to be the consensus of opinion regarding the exchanges:

Buying exchanges can, at their best, be nothing more than jobbing houses. A buying exchange is a wholesale house. It is a distributing business. It may be called a buying exchange or it may be called a retail owned jobbing house. It may consist of a half dozen retailers who pool their purchases. Or it may consist of a hundred or more who put up sums of money to provide working capital. The long and short of the matter is that it is a form of wholesaling. The only real difference between a complete, well-equipped buying exchange and an equally efficient wholesale business is that one is owned by a group of retailers and the other is owned by people who are probably doing nothing but jobbing.

It is immaterial whether the buying exchange works without profit and tries to break even on each transaction or whether it strives to make a jobbing profit, only to divide it among its members, or, if you prefer, stockholders. It is immaterial whether the exchange be a small concern in which the actual work is done by one retailer, without compensation, or whether it is large enough to maintain a warehouse, a delivery system and other forms of service, plus a working personnel.

AN EARLY BUYING EXCHANGE

The first buying exchange with which I had experience consisted of four retail druggists who used to go in together on a chocolate cream deal. The factory, selling to the retail trade direct, had a special price on 100 pound lots. None of these four small druggists could use 100 pounds at a time. But they would let one of their number buy one of these deals and then each would take twenty-five pounds.

Our factory knew that this was

hardly ethical, but 100 pound orders were 100 pound orders and there was a real saving in shipping, collecting and so on.

That particular little buying exchange broke up because the first thing it knew one of these dealers had wished upon him the job of doing all the ordering, paying and this and that. His three friends paid him. That all worked out fine until one of the dealers began to take a little more time to pay, and still a little more. Then a second dealer became lax. Finally, the buying member saw one of his friends go out of business and leave him holding the well-known sack for a good many pounds of chocolates. And no recourse. The exchange broke up.

Right there one comes face to face with the first and most common variety of problems which exist inside of these exchanges. All men are not equally unselfish. Usually a few members carry the load for the rest. The exchange degenerates into a club, with a few members doing all the work and the bulk of the membership enjoying privileges and making suggestions and offering criticisms.

A DOMINANT HEAD NEEDED

There are some buying exchanges which stand out as models of perfection. But when you analyze them, they are successful not because they are buying exchanges, but because at the head there is some dominant personality who rules with a heavy hand. The head of the most successful buying exchange of which I know is nothing short of a bully. His group is very fortunate in having him to run the exchange. He is one of those men with whom personal income is of secondary importance. He gets huge delight and great satisfaction out of exercising authority. He likes to tell salesmen where to get off. He glories in being a carload buyer.

And this chap runs his exchange. He would run a jobbing house almost as well, only the customers would be apt to leave. In this case, they have money up, and they listen to him. This same man would do well in any line of work where his dominant personality could have full play. He is doing a fine job.

Other groups of merchants see this buying exchange at work and make up their minds they can do as well. They can do so, provided they can get an equally good man to run it.

A retail merchant, who is a member of one of these exchanges, said to me: "I don't buy everything from the exchange. The exchange doesn't carry everything. But I buy some of the lines—mostly the staples."

Now, that is more often than not the case. But, on the other hand, the regular wholesalers who provide a full-line service generally sell those staples at such a narrow margin of profit that no buying exchange can really handle them for any less.

"The buying exchange idea was a great thing," another retailer told me, "when, in the old days, we could see the chain stores buying as jobbers and we had to pay our wholesalers 10 to 15 per cent more. That meant the chain stores could put merchandise into their own stores for 5 to 10 per cent less than the retailer could.

"In those days, the buying exchange could show the retailer savings that were worth while. But the retailer with cash money these days isn't up against anything like that. And the retailer without money to pay promptly can't go far in an exchange. I think the chain-store idea, plus the exchange idea, combined make for more efficient wholesale distribution. But outside of an occasional old timer who is going down with weeping and wailing, the present school of jobbers is giving the retail merchant a chance to buy right alongside with what it cost the chain-store unit to put goods into its store."

One thing which the calamity howling retailer is always inclined to overlook is the fact that the chain-store system combines not only the service of both wholesaler and retailer, but the cost of both. But the retailer who is having

tough sledding, because of one or more of a variety of reasons, invariably lumps them all up, sets the real reasons aside, and, with smug self-satisfaction, says: "Chain stores!"

This type of retailer is generally not only fooling his hearers but himself. Often he is the easiest type to get into a buying exchange, provided he has the ready money. On the other hand, the cases are few and far between where the ordinary buying exchange has done anything for that type of retailer. His troubles will take more than a buying exchange to solve.

Probably the soundest discussion was with a retail grocer who said to me: "I got my training in the chain stores. I worked in various capacities in one of the good chain-store systems. For that reason, the chain store to me is a practical thing. I know that the success of the chain stores depends upon something more than buying.

"Of course, we cannot minimize buying. Nobody in these days of narrow margins can afford to pay even 2 or 3 per cent more for his goods and expect to survive. But buying goods at the lowest possible price is only the start. Many a retailer makes sure he is getting rock-bottom prices, then feels he can sit back and be a success, only to find out that he can't. He blames his failure on the chains.

"All too many retailers are still overlooking the other elements which make for success and which, in fact, must be considered or one fails. Retailing these days is getting to be a very exact science. We have to be not only good buyers but good salesmen, and good at making our stores attractive, and getting and holding customers and a dozen and one other things."

I am presenting these facts to try to bring out the point that the man who makes a success of retailing during the next ten years or more will be the man who brings to his business a well-rounded equipment. He must be more than a buyer. He must be buyer and seller and everything in between. He needs working capital applied right at the one end of his business—retailing. His prices will become more and more adjusted based on the type of service he renders.

All this brings to mind the ideas expressed by another retailer: "I used to be a salesman for a wholesale house in my line. I've got a pretty good idea what merchandise costs the jobber. And I buy accordingly. I know that the present-day progressive jobber is putting merchandise into my hands at the right price. He needn't think he can get out of his present position and expect to make longer margins, because competition won't let him. From a price standpoint, so long as I pay promptly, I can demand rock-bottom.

"The thing that hurts most retailers isn't the prices they have to pay these days, but the merchandise which they bring into their stores. Right there is where the chain-store men have it all over the independents. The chain store selects with judgment. Its buyers are trained to do that. The independent, too much of the time, uses his own judgment, which often isn't judgment, or he depends too much on the arguments of salesmen. You see mighty few independent stores that don't have a lot of money tied up in stock that doesn't move. That's one thing the independent can think a lot more about."

"What are you doing to make headway against the buying exchange?" I asked one large jobber.

"We're bettering our methods every day," was the reply. "Right now we are using two men who were taken from good jobs in chain stores. They are experts in store display, store arrangement and store management. We are giving our trade the benefit of their experience. It isn't always easy to get the retailers to take advantage of what they offer, but the better class are taking to it."

This jobber realizes that his sales force must concern itself to-day not so much with getting the dealer to buy as teaching him to sell.

"I've made up my mind," he went on, "that it is necessary for

Florida Bankers Were Busier By More Than $1,000,000 a Day —in 1927

YOU campaign plan men and space buyers are certainly interested in active, substantial territories. For example, Florida, where The Florida Times-Union extends an energetic circulation into every population center.

Just one significant fact should influence you strongly.

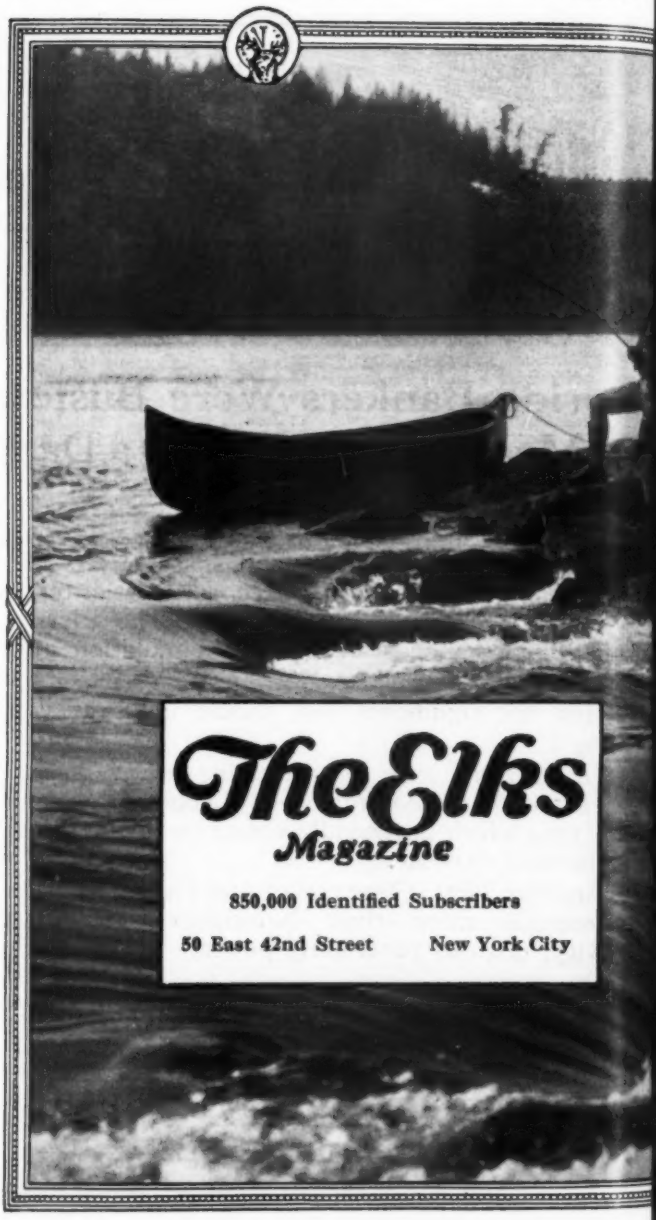
In 1927 the seven state clearing houses showed clearings of $1,787,002,537.63—$384,698,161.03 more than 1924 which is generally agreed as unaffected by the furore of 1925-26!

Another fact: Clearings of last December were $18,000,000 more than November — mounting activity, obvious purchasing power!

For such other facts as you wish feel free to go into detail with

The Florida Times-Union

JACKSONVILLE, FLA.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850,000 Identified Subscribers
50 East 42nd Street New York City


The largest
magazine
for MEN

us to keep in mind the prices we have to pay and the prices our retail trade must pay to permit them to be in competition. But outside of that, I'm not following anybody. Buying exchanges, chain stores—any and all of those forms of competition are going to be with us right along. They've always been with us in one form or another.

GETTING OUT IN FRONT

"The trouble with a lot of us is that we've been talking about competition and then trying to follow, instead of trying to get out in front. We are working hard to make ourselves better merchants. We know that the individual retailer needs the help of his wholesaler. He needs it in merchandising more than in any other single way. The newer school of retailers appreciates that. Retailers have been coming and going so fast the last few years that a new school is with us right along. The best ones survive. It is with those we work hard to do business. They are coming to realize what a good jobber can do for them. We are trying to be that kind of jobber. And we are getting business, regardless of chain stores or buying exchanges. We are keeping our eyes on where we can do business and we are going after it."

"I'm not bothering my head about buying exchanges," another jobber said. "I'm sticking to my knitting. I've got a great big program of things I have to do this year. As I get them in working shape, business gets better. The buying exchange is all right. I'm not finding fault with it. But I think we can satisfy our trade better. We can offer more. Many of us overlook the fact that there are really no sure things in business. There isn't any royal road which will enable any one group to permanently put out of business any other group. A lot of us have been looking all around for something or somebody to keep us in business and make money for us. We hear of all sorts of suggested legislation. We hear of all sorts of plans which have to do with tying up the other fellow and leaving us in preferred positions. They are all conceived on the idea of giving us a nice inside track to the detriment of the other fellow.

"The sooner we get out of that sort of monkey-business and realize that any real, permanent solution is coming from ourselves, the better off we will be. Of course, we've got to adjust ourselves. We've got to see business as it really is, see where we can render a service, and then go ahead and do it. One thing about all this terrific beating down of the last few years is that the manufacturers are taking a new attitude. We were so busy worrying about exchanges and chains that we didn't realize how many manufacturers felt they had to sell direct to the trade because they felt the jobber was either not giving an adequate service or charging too much for it.

"With the present cost of selling through the jobbers as against the present high cost of direct selling—not to forget direct collecting—many of these manufacturers are commencing to take a new look at the jobber. The whole thing gets down to the economic proposition of what does it cost to render service and is the service we render worth the cost?"

Dodd Coster with "Automotive Merchandising"

Dodd Coster has joined the staff of *Automotive Merchandising*, New York, and is covering Eastern Pennsylvania territory. He was formerly advertising representative with the Chilton Class Journal Company.

Appointed to Direct Chicago, Milwaukee & St. Paul Account

Williams & Cunnyngham, Inc., Chicago advertising agency, has been appointed to direct the advertising account of the Chicago, Milwaukee & St. Paul Railway.

Elected Directors of Joseph Richards Company

John K. Rich, account executive, and Donald Wright, copy director, have been elected directors of the Joseph Richards Company, Inc., New York advertising agency.

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"Mere Utility is not Enough"

"The world is being painted with color and everyone has joined in the assault on drab and ugly things. Goods and packages have been re-designed. Chain restaurants that resembled hospitals have added gay tints to their furnishings. A railroad has gone so far as to have its locomotives decorated in green and gold. Plumbing fixtures are produced in every hue, and manufacturers generally have joined the procession headed toward style and beauty. . . . *Mere utility is not enough.*"

FLOYD W. PARSONS
in Advertising & Selling

PHILOSOPHY IN A PHRASE

INTO a constantly increasing number of homes Delineator carries exactly that message: *Mere utility is not enough.* If Delineator's philosophy could be fixed in a phrase it might be this: Good taste is not necessarily expensive. And to the American woman of today, with her irrepressible desire for things that are smart, for things that relieve home-making of its former

drudgery, Delineator brings guidance for achievement within the bounds of her own income.

Delineator's circulation guarantee is increased to 1,600,000 with the issue of October, 1928.

UTILITY MADE BEAUTIFUL

MERE utility is not enough but Delineator has a supreme degree of usefulness—it is usefulness, however, with beauty added. Delineator Home Institute gives the most practical sort of advice for scientific home-making but it is advice which always includes a touch of distinction. Delineator Interiors, which are planned and built here in the Butterick Building, interpret and forecast the newest modes in interior decoration—always at an expense moderate enough to permit widespread acceptance.

At the recent Furniture Market in Grand Rapids, some of the leading manufacturers had adapted ideas from Delineator Interiors.

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An Analysis of Some 1927 Newspaper Appropriations

Bureau of Advertising of American Newspaper Publishers Association Reports on the Study of National Advertising Expenditures

LEVER BROTHERS COMPANY
CAMBRIDGE, MASS.

Editor of PRINTERS' INK:

If the 1927 estimate of newspaper appropriations has been published, will you kindly advise in what issue. If not, in what issue was the 1926 estimate published?

GRAFTON B. PERKINS,
Advertising Manager.

SINCE the beginning of 1928 PRINTERS' INK has received many requests similar to that made in this letter from Lever Brothers. The information which is desired in such communications comes from the Bureau of Advertising of the American Newspaper Publishers Association. Since 1924 that organization has been compiling estimates of the annual newspaper appropriations of many advertisers. It has been the practice of the bureau to make that compilation available for general publication. This year, however, the bureau has decided not to give general publication to its work. It has copyrighted its list of estimates of newspaper appropriations in its own name and will make the list available, PRINTERS' INK understands, to non-members of the bureau only upon request.

The bureau has, however, given PRINTERS' INK for publication certain summarized information on the figures contained in its compilation and has also furnished a report on observations which it made during the course of its work in compiling that list.

This compilation gives individual estimates for 353 national advertisers. The total estimated appropriation of this number of advertisers is reported at $122,500,000.

This total figure of $122,500,000 has been divided among fourteen different classifications in the following manner:

(1) Automotive Classification	
Twenty-six automobiles and trucks	$26,035,000
Six accessories	925,000
Sixteen gasoline and oils	5,130,000
Nine tire	3,415,000
	$35,505,000
(2) Building Material & Supplies Classification	
Eight building material	$1,130,000
Thirteen plumbing & heating supply	1,465,000
Five paints & hardware	510,000
	$3,105,000
(3) Druggists' Sundries & Toilet Goods Classification	
Thirteen druggists' sundries	$3,510,000
Twenty-one toilet goods	8,310,000
	$11,820,000
(4) Financial & Insurance Classification	
Six financial	$1,915,000
Two insurance	235,000
	$2,150,000
(5) Grocery Products Classification	
Five candy and gum	$ 710,000
Fifty-four food companies	15,930,000
Ten soaps and cleansers	4,200,000
Nine soft drinks	2,665,000
Four miscellaneous grocery products	540,000
	$24,045,000
(6) House Furniture & Furnishings Classification	
Thirteen electrical appliances	$7,095,000
Eight furniture & furnishings	1,815,000
Three jewelry & silverware	295,000
	$9,205,000
(7) Office Appliances Classification	
Seven office appliances	$1,620,000
(8) Publishers Classification	
Five publishers	$ 875,000
(9) Radios & Phonographs Classification	
Seventeen radios & phonographs	$4,805,000
Seven accessories	1,595,000
	$6,400,000
(10) Sportings Goods Classification	
Two sporting goods	$ 360,000
(11) Tobacco Classification	
Fourteen tobacco	$15,260,000
(12) Travel & Amusement Classification	
Three community	$ 335,000
Three hotels	250,000
One motion picture	230,000
Twenty-three railroads	5,555,000
Thirteen steamships	1,855,000
	$8,225,000
(13) Wearing Apparel Classification	
Seventeen clothing	$2,710,000
Four shoes	660,000
	$3,370,000

(14) Miscellaneous Classification	
Six miscellaneous	$ 560,000
Total (353 companies)...	$122,500,000

In the report which the bureau has submitted to its members, along with its compilation, it estimates that a total of about $225,000,000 was spent for national newspaper advertising in 1927 by some 3,500 accounts. Its total estimate for 1926 was $235,000,000.

In this same report the bureau says:

"Comparison of the 1927 figures with the figures for 1926 discloses some interesting changes. In the automobile field, it was an active year. With the coming of the Ford campaign in the last month of the year, there was an increase in newspaper automobile lineage from every direction which gives every indication of swelling the automobile expenditure even further in 1928.

"In the published list the twenty-three automobile companies show a total newspaper expenditure of $24,775,000, whereas these same companies in 1926 were recorded as spending $21,332,000.

"The tobacco companies, particularly the manufacturers of cigarettes, also showed a notable increase in advertising expenditure. The most notable jump is that of the American Tobacco Company from an expenditure of $2,435,000 in 1926 to $5,000,000 in 1927. It is also interesting to note that this company not only made a great increase in expenditure of newspaper advertising money, but gained a record-breaking increase in sales. There was also an increase in the advertising on various brands of cigars.

"In the latter part of the year, there was a change in the radio merchandising situation. The electrified radio came into general use and necessitated sudden changes in advertising appeal. Toward the end of the year there was a marked increase in radio advertising in newspapers. . . . Twenty-one companies this year spent $5,795,000 in newspaper advertising whereas in 1926 the same companies only expended $4,439,000 in newspapers."

The bureau has also released for publication a list of advertisers whose 1927 newspaper advertising appropriations showed an increase over 1926 appropriations. That list is appended. Incidentally, for purposes of comparison, the names on the list which follows may be checked with the list published in the March 17, 1927 issue of PRINTERS' INK. This latter list not only gave the names of the advertisers but also the sums they invested in newspaper space during 1926.—[*Ed.* PRINTERS' INK.

Ajax Rubber Co., Inc.
American Bond & Mortgage Co., Inc.
American Tobacco Co.
Anheuser-Busch, Inc.
Buick Motor Car Co.
Calumet Baking Powder Co.
Canada Dry Ginger Ale, Inc.
Chevrolet Motor Co.
Coca-Cola Co.
Cohen, Goldman & Co.
Columbia Phonograph Co., Inc.
Compaignie Generale Transatlantique
Compton, Wm. R., Co.
Congoleum-Nairn, Inc.
Copper & Brass Research Assn.
Corn Products Refining Co.
Coty, Inc.
Cudahy Packing Co.
Cunard S. S. Co.
Cunningham, E. T., Inc.
Dodge Brothers, Inc.
Doherty, Henry L. & Co., & Cities Service Co.
Douglas, W. L., Shoe Co.
Duz Co.
Edison Electric Appliance Co.
Electric Refrigerator Corp.
Endicott-Johnson Corp.
Farrand Manufacturing Co.
Federal Brandes, Inc.
Federal Radio Corp.
Fisk Tire Co., Inc.
Fleischmann Co.
Ford Motor Co.
Frigidaire Corp.
General Cigar Co.
General Electric Co.
General Motors Corp. (Institutional)
Gorton-Pew Fisheries Co., Ltd.
Gulden, Chas., Inc.
Hart Schaffner & Marx
Hecker, H-O Co.
Hudson Motor Car Co.
International Merchantile Marine Co.
Kayser, Julius, & Co.
Kellogg Co.
Kent, Atwater Manufacturing Co.
Kolynos Co.
Kops Bros., Inc.
Kotex Co.
Kraft Cheese Co.
Kuppenheimer, B., & Co.
Lambert Pharmacal Co.
Larus & Bros. Co.
Lehn & Fink Products Co.
Lever Brothers Co.
Liggett & Myers Tobacco Co.
Lorillard, P., Co.
Marmon Motor Car Co.
National Biscuit Co.

(Continued on page 56)

New York Central Lines
Northern Pacific R. R. Co.
Northwestern Yeast Co.
Oakland Motor Car Co.
Orphos Co.
Pacific Coast Biscuit Co.
Pabst Corp.
Pacific States Electric Co.
Palmolive-Peet Co.
Paraffine Companies, Inc.
Parker Pen Co.
Peerless Motor Car Corp.
Pepsodent Co.
Philadelphia Storage Battery Co.
Pierce-Arrow Motor Car Co.
Pillsbury Flour Mills Co.
Pittsburgh Plate Glass Co.
Postum Cereal Co., Inc.
Procter & Gamble Co.
Puritan Malt Extract Co.
Quaker Oats Co.
Radio Corporation of America
Ralston Purina Co.
Regal Shoe Co.
Reynolds, R. J., Tobacco Co.
Salada Tea Co.
Simmons Co.
Southern Pacific Co.
Spalding, A. G., & Bros.
Squibb, E. R., & Sons
Stein, A., & Co.
Stromberg-Carlson Telephone Mfg. Co.
Studebaker Corp.
Texas Co.
Tidewater Oil Sales Corp.
Vacuum Oil Co.
Victor Talking Machine Co.
Wander Co.
Western Clock Co.
Westinghouse Electric & Mfg. Co.
Zenith Radio Corp.

To Represent Gillette Publications on Pacific Coast

Roy M. McDonald, advertising manager of the Gillette Publishing Company, Chicago, has opened an office at San Francisco where he will act as representative of the Gillette publications on the Pacific Coast and in territory as far East as, and including Denver.

John M. Rehl has been appointed to succeed Mr. McDonald as advertising manager of the Gillette company. His headquarters will be at Chicago.

Frederick Ellerbrook with "The Christian Science Monitor"

Frederick Ellerbrook, New England sales manager of the John Baumgarth Company, Chicago, has been added to the advertising staff of the Chicago office of *The Christian Science Monitor*. He had been with the Baumgarth company for five years.

Canadian Agency Consolidates with J. J. Gibbons, Ltd.

The advertising business of Brian Rowe, Montreal, has consolidated with J. J. Gibbons, Ltd., advertising agency of Toronto and Montreal. Mr. Rowe and his staff will join the Montreal office of the Gibbons agency.

A. P. Moore Appointed Ambassador to Peru

President Coolidge has appointed Alexander P. Moore, newspaper publisher, as Ambassador to Peru. This is the second diplomatic service to be undertaken by Mr. Moore who was Ambassador to Spain under an appointment made by President Harding.

Last week, as previously reported, Mr. Moore resumed his publishing activities with the purchase of the New York *Daily Mirror* and the Boston *Advertiser*, two tabloids in the Hearst newspaper group. He had been actively identified with newspaper publishing in Pittsburgh for many years, discontinuing publication of the Pittsburgh *Leader* shortly before his appointment as Ambassador to Spain in 1923.

Acquires "The Club-Fellow and Washington Mirror"

H. Gordon Duval, president of the Park Avenue Association, Inc., New York, has purchased *The Club-Fellow and Washington Mirror*, of that city. There will be a re-organization of management, personnel and editorial policy.

Under the revised policy, this publication, according to the new owner, will be "dedicated to the interest of those who, being socially inclined, desire to be socially informed, whilst at the same time enlivened by topics of cultural interest and guidance." The first revised edition of *The Club-Fellow and Washington Mirror*, which was founded thirty years ago, will appear March 28.

Quartz Lamp Account for J. Walter Thompson

The Hanovia Chemical & Manufacturing Company, Newark, N. J., maker of quartz mercury vapor lamps, has appointed the J. Walter Thompson Company, to direct its advertising account.

Victor Adding Machine Appoints Needham Agency

The Victor Adding Machine Company, Chicago, adding machines and portable typewriters, has appointed the Maurice H. Needham Company, Chicago advertising agency, to direct its advertising account.

J. M. Bonbright with Graham-Paige Motors

John M. Bonbright has joined the advertising staff of the Graham-Paige Motors Corporation, Detroit. He was formerly with the Chandler Motor Car Company, also of that city.

The N. F. Hatfield Associates, Spokane, Wash., advertising and sales service, have opened an office at Seattle. A. Kriedal has been placed in charge.

A Letter to the P

The New York Tim

[*You failed to qualify the word "Women" with the word "New York"*]

Cleveland, Ohio,
March 1, 1928.

Dear Sir:—

In "Women Prefer Morning Newspapers," a recent advertisement in the trade papers you published some very interesting facts concerning the preference of 15,000 New York women for morning over evening newspapers. The copy was excellent—accept our congratulations.

We are not questioning a single statement appearing in the body of your advertisement. But—that heading! May we not suggest that it was a little bit too "embrasive." One of our copy boys volunteered the information that there was plenty of room on the first line to have qualified "Women" with the word "New York."

Being charitable, we believe you intended to say "*New York* Women Prefer Morning Newspapers." At least, we hope you did. You couldn't have been thinking of the women of Cleveland—or the women of scores of other American cities.

The Clevelan

Detroit · Atlanta
San Francisco

NATIONAL AD
250 Park Avenue, New Y

FIRST ADVERTISI

Potion Manager of New York, N. Y.

There's room for us to inform you that, in Cleveland, the EVENING Press has over 57,000 more city circulation than the *morning* Plain Dealer—also that the EVENING Press leads the *morning* Plain Dealer in the following "Women-Appeal" advertising classifications: Women's Clothing, Amusements, Department Stores, Furniture, Groceries, Household, Jewelry, Musical, Radio, Shoes, and Toilet Preparations—and in 9 other of the 30 major classifications.

The Press is the First Advertising Buy in Cleveland

No. 2 LOCAL ADVERTISING

In 1927 the 6-day evening Press published 9,004,441 lines of local display advertising—1,329,-069 lines more than the daily and Sunday Plain Dealer combined—694,-797 more than the daily and Sunday News combined.

Also, numerous surveys in all districts among all classes of Cleveland women—*more* than 15,000 of them—show that Cleveland women prefer the dominant EVENING Press. It has 34,936 more city circulation than the second evening paper. In 1927 it carried 4,980,585 more lines of advertising than the second evening paper.

Please pardon us for calling this to your attention, but—really—women do NOT prefer morning newspapers—not *Cleveland* women!

Press

SCRIPPS-HOWARD

First in Cleveland

ADVERTISING DEPARTMENT
New York · Michigan Blvd., Chicago

Seattle · Portland
Los Angeles

IN CLEVELAND

New Trade-Mark Bill Is Being Revised

Representative Vestal Predicts That It Will Be Passed by Both Houses During the Present Session

(Special Washington Correspondence)

NEW and important trade-mark legislation appears to be rapidly approaching enactment. Considerable progress was made on the measure (H. R. 6683), called the Vestal Bill, by the House Committee on Patents during brief hearings on Friday and Saturday of last week.

At the close of the hearing on Saturday, it was understood that the patent committee of the American Bar Association would make certain changes in the present bill and present the revised measure for final hearing in about two weeks. Representative Vestal, chairman of the House Committee, expressed gratification at the progress made, and said that he had no doubt that the revised bill would be passed by both Houses during the present session of Congress.

The meeting was called by the Commissioner of Patents, and was attended by lawyers from all parts of the country, including representatives of the New York Patent Law Association, American Bar Association, Boston, Chicago and Cleveland Law Associations, the solicitor of the Patent Office, chief of the trade-mark division, and others.

E. S. Rogers, chairman of the special committee of the American Bar Association which was largely instrumental in drawing up the bill, explained the difficulty of protecting trade-marks under national statutes because there is no Federal common law. He said that the present bill is an attempt to express by means of a Federal statute all of the existing common law of trade-marks.

Federal registration of trade-marks is now operating under about seven different acts, he said, so that a man who attempts to find out all of the laws bearing on trade-mark protection would have an endless task, if it were not for the service offered by the Patent Office. Hence, he explained, his committee had attempted to put all of the existing laws together and iron out their inconsistencies, into a statement of common law as related to trade-mark protection, and to translate the law into simple English.

According to his testimony, there are only three provisions of the act that call for special comment. As the first of these he mentioned section 5, which provides for the entry of unregistered trade-marks in the Patent Office, or trade-marks, symbols, labels, package, configuration of goods, name, word or phrase, used in commerce in identifying any merchandise or business in order to have available for search purposes a collection of unregistered marks. The fee for this service is $2.

In discussing this provision Mr. Rogers said that since only a comparatively few marks in use are registered, it is essential to establish means whereby as many unregistered marks as possible can be collected. He expressed the belief that the provision would furnish this means, and that a large collection of unregistered marks would be the result. He pictured to the committee the great difficulty of making a comprehensive search under present conditions, and said that after searching the numerous private collections, it was still likely that an owner after using his mark four or five years would find that he had unconsciously adopted a mark that was similar to another already in use. This frequently resulted in disastrous trouble, and in some instances made national advertising hazardous, for the reason that the advertiser might find that another was holding an old and little used trade-mark in his pocket like a blackjack.

The highly technical provision

of the present law, to the effect that a valid trade-mark must be attached to merchandise, the witness said constituted another inconsistency. Hence the new bill provides for a trade-mark service for banks, insurance companies, trade organizations, labor unions, and other purely service and educational organizations.

Section 3 of the bill, Mr. Rogers explained, is designed to provide a quick means of registering export trade-marks. This provision is intended to furnish all of the protection that now may be had under the 1920 act, and to bring the provisions of that act into conformity with other features of the trade-mark registration service. Although there has been some controversy over this provision, the witness expressed the belief that the changes recently made are acceptable to all who opposed it.

MULTIPLE REGISTRATION

Still another provision that occasioned controversy is the one that is concerned with multiple registration. Mr. Rogers said that in numerous instances millers, manufacturers, wholesalers and others had adopted the same mark in good faith, and asked what was to be done about it. He answered the question by saying that the Supreme Court has ruled in two cases that the same trade-mark property can be owned by different parties in different parts of the country. Therefore, this provision of the bill is merely intended to express a principle laid down by the Supreme Court; but as it was originally drawn objection was made to it for several reasons. Therefore, Mr. Rogers said that the bill had been changed to make multiple registration possible by consent only.

H. D. Nims, representing the Association of the Bar and the Merchants Association of the City of New York, explained that his organizations were outstanding in their separate fields, and that they had filed reports approving the bill. He said that while the bill was not perfect, it was a vast improvement, simplifying the procedure of trade-mark registration and bringing it up to date.

After giving the history of the bill, Thomas E. Robertson, Commissioner of Patents, explained to the committee that it has the complete approval of the Patent Office. He said that the deposit plan was essentially a Patent Office feature, since it is to the interest of the office to acquire as large a collection of unregistered marks as possible.

"Of course," he added, "it is not possible anywhere to collect all of the trade-marks used in commerce. But by allowing every owner to enter his mark in the Patent Office for a small fee, we hope to secure a very wide collection of interstate and intrastate trade-marks. This service will not give the owner any special rights, but it will prevent another from innocently adopting his mark. We shall safeguard the collection by requiring every owner who enters his mark to swear that he is using the mark in commerce. We have provided for getting a mark off the list if it is abandoned."

The last two witnesses were Stoughton Bell, of Boston, a member of the committee which is revising the bill, and W. K. Burlen, chairman of the trade-mark committee of the Association of National Advertisers. Mr. Bell explained the revisions that his committee had made the night before; but since these are tentative and subject to still further revision, it was the sense of the House Committee that the bill should be reprinted and reconsidered at a final hearing.

One of the most serious objections, Mr. Bell said, was to the provision for the registration of a trade-mark that had acquired a secondary meaning. This he explained, was a right acquired by a mark, not otherwise registrable, because it had become so familiar to the public as to distinguish the goods. The controversy arose over the provision of the bill that five years' use of the mark should constitute the acquirement of a secondary significance. Finally, it was agreed that the significance should be proved, and that the bur-

More Than 200,000 Daily

Los Angeles Examiner

"Greatest Salesman in the West"

More Than 450,000 Sunday

5c. DAILY MARCH 15, 1928 10c. SUNDAY

SUN SHINES, BIRDS SING IN SO. CAL. AS EAST SHIVERS

ALL-YEAR TERRITORY IS NEVER SNOWED IN

KING WINTER may have mounted his throne throughout America's Eastern seaboard and her Middle West—even, in some instances, waved a snowy scepter over part of the South, but out in Los Angeles the sun is shining, *right now*, and birds are singing. Lawns are a bright green, flowers bloom, and the call of the outdoors to picnicers, hikers, motorists, sports-lovers, is no less keen and alluring than in June, December, February, or May.

No Snow Shovels

Advertising agencies, space-buyers, vice-presidents in charge of sales, men who must keep the wheels going, twelve months a year, read and heed this: You can't picture the Southern California market, by standing over a radiator in a New York or Chicago office and shivering at the barometer while it tumbles heavily down, and a white snow blanket envelops your home territory.

The Los Angeles and Southern California market, of over 2,000,000 people, is a 365-days-a-year market! You can step on the starter of your car in Southern California any day in the year, and your engine will turn over and roar with the same energy as it would in midsummer. An anti-freeze mixture campaign in Los Angeles wouldn't get to first base!

One Greatest Salesman

Los Angeles knows no seasons. In winter there's a little rain; but never enough to stop shoppers. Throw out preconceived notions about the Southern California market. Keep it on schedule all year 'round. It's just about the only spot in the country that keeps on buying and playing and working day after day, unhampered by the weather.

And the greatest salesman in the entire territory is the Los Angeles Examiner, reaching a daily readership of well over half a million; and a Sunday group of well over 1,300,000

Palace of Art

Downtown L. A. from Air

The Huntington Library at San Marino, eight miles from the heart of downtown Los Angeles, is one of the greatest gifts to the public ever made. It contains Gainsborough's "Blue Boy" and other famous paintings, as well as original rare manuscripts and first editions. It is pictured at top. Lower photo, is Los Angeles' principal business district as it looks from a mile in the air. The latter photo is copyrighted by Spence Airplane Photos.

APPROXIMATELY 200,000 new families have come to Los Angeles since 1920. And The Examiner has increased its daily circulation 107,000 and its Sunday circulation 271,000 in that period!

den of proof should be upon the owner of the mark.

Mr. Burlen explained that his association had held a referendum on the bill, and that the membership, although it did not condemn the bill as a whole, was fearful of certain features. The amendments and changes suggested, he added, had come as a surprise. Therefore, he asked time to study the revised bill for a later report.

Chairman Vestal agreed, and announced that as soon as the special committee of the American Bar Association had notified him that they had redrafted the bill to the satisfaction of all members of the committee, he would then call another hearing in the expectation that the bill would be in proper shape for presentation to Congress.

With Edwin F. Guth Company

R. Oberhauser has been made manager of national sales promotion of the Edwin F. Guth Company, St. Louis, maker of lighting fixtures. He formerly was in business for himself at that city.

New Automobile Reflector to Be Advertised

Hunt & Moore, Inc., New Haven, Conn., maker of a new safety reflector for automobiles, has appointed The Steddiford Pitt Company, advertising agency of that city, to direct the advertising of that product. The Zinke Company, Chicago, has been appointed as the sales department. Business-paper and direct-mail advertising will be used.

Amrad Corporation Appoints J. T. Ballard

Joseph T. Ballard has been appointed assistant advertising manager of the Amrad Corporation, Medford Hillside, Mass., manufacturer of radio sets and Mershon condensers. For the last three years, he has been with the John M. Sweeney Company, publishers' representative, Boston.

Death of George B. Frease

George B. Frease, former publisher of the Canton, Ohio, *Repository*, died recently at that city, in his sixty-seventh year. He started business on the *Repository* as a reporter, and rose rapidly until he became owner of the paper. Last year he retired from the publishing business and sold his interest to the Brush-Moore Syndicate.

February Chain-Store Sales

	February 1928	February 1927	% Change	2 Months 1928	2 Months 1927	% Change
F. W. Woolworth	$19,001,374	$17,378,534	9.3	$36,112,502	$33,493,936	7.8
S. S. Kresge	9,319,663	8,308,771	12.2	17,977,439	16,264,559	10.5
J. C. Penney	8,906,407	7,490,834	18.9	16,635,354	14,821,494	20.3
Safeway Stores	7,175,509	4,975,101	44.0	14,078,746	9,972,191	41.2
L. K. Liggett	4,786,985	4,510,472	6.1	9,565,142	9,232,808	3.6
S. H. Kress	4,174,622	3,534,634	18.1	7,934,569	6,826,884	16.2
McCrory Stores	2,867,320	2,762,521	3.7	5,293,518	5,048,254	4.8
W. T. Grant	2,842,502	2,247,718	26.4	5,466,665	4,452,839	22.8
Childs Company	2,187,923	2,319,337	—5.6	4,533,498	4,856,761	—6.0
J. R. Thompson	1,163,833	1,117,841	4.1	2,399,185	2,342,586	2.4
Piggly Wiggly Western	1,158,557	981,364	18.0	2,361,488	1,952,416	20.9
D. Pender Grocery	1,044,889	892,163	17.1	2,080,635	1,822,641	14.1
J. J. Newberry	977,482	630,582	55.0	1,837,485	1,215,511	51.1
F. & W. Grand	901.454	711,440	26.7	1,701,848	1,368,235	24.3
Metropolitan Stores	752,092	692,655	8.5	1,444,439	1,347,471	7.1
Peoples Drug Stores	749,938	588,284	27.4	1,443,365	1,172,415	23.1
G. C. Murphy	672,743	608,382	10.5	1,271,087	1,159,542	9.6
McLellan Stores	656,549	571,367	14.9	1,282,260	1,116,443	14.8
Loft, Inc.	561,290	613,277	—8.4	1,022,904	1,118,056	—8.5
Neisner Bros.	438,460	358,485	22.3	828,426	687,110	20.5
I. Silver & Bros.	388,314	310,998	24.8	700,713	591,364	18.5
Fanny Farmer	309,585	290,163	6.6	562,290	531,199	5.8
Davega, Inc.	248,700	179,670	37.1	519,974	468,450	10.9
Kinnear Stores	190,436	161,189	18.1	370,461	291,389	27.1

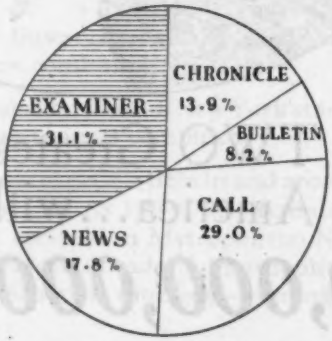
NUMBER OF STORES IN OPERATION:

	End of February 1928	1927		End of February 1928	1927
S. S. Kresge	439	376	J. R. Thompson	118	113
D. Pender Grocery	376	327	Metropolitan	91	82
McCrory Stores	221	201	Peoples Drug	49	46
S. H. Kress	183	172	Loft, Inc.	43	39
McLellan Stores	129	114	I. Silver Bros.	23	19
G. C. Murphy	113	94	Neisner Bros.	22	19
			Fanny Farmer	107	92

Monarch of the Dailies

In San Francisco...

The Examiner leads all other newspapers in National Food



Advertising of necessities and luxuries appealing to the average home and of practically daily consumption, such as Foods, naturally gravitates to the newspaper of dominating home delivered circulation, such as The Examiner—a *morning newspaper.*

San Francisco Examiner

Daily, 186,372 - - - Sunday, 360,764

"SELL IT IN THE A

The TWO Greatest Marke in America...with

10,000,000 Peopl

...*dominated by ONE newspap*

MAKE sure that your advertising pulls on the entire 10,000,000 that form America's two greatest markets. Through the Sunday New York American you not only cover New York City with its 6,000,000 people—but the 4,000,000 more in the Golden Suburbs—the rich 50-mile suburban territory—which is alone more populous than the entire city of Chicago.

Y HOME NEWSPAPER"

Amazing have been the population increases in these Golden Suburbs. And equally striking has been the circulation gain of the Sunday New York American in this same territory during the past 5 years.

—In the 50-mile suburban area alone the Sunday New York American

—has 99.2% as much circulation as all three other standard Sunday newspapers combined!

—more circulation than all standard weekday newspapers combined!

—More circulation than all New York standard evening newspapers combined!

It also dominates everywhere in and around New York City. Of its 1,099,735 circulation 755,747 copies are sold in Metropolitan New York—the greatest standard Metropolitan circulation in America, morning—evening or Sunday.

Sell BOTH of America's two greatest markets—with their 10,000,000 people—at one cost!

Sunday
New York American

"The Backbone of New York Advertising"

YORK	CHICAGO	BOSTON	SAN FRANCISCO
Broadway	35 E. Wacker Drive	5 Winthrop Square	625 Hearst Bldg.

Who Owns an Advertisement?

English Courts Decide Absolute Copyright Is with Advertiser

By McDonough Russell

Barrister at Law, London, England

A NOVEL question was raised in an action brought in the High Courts of Justice here by an advertising agent, Harold Drabble, Ltd., against an advertiser, The Hycolite Manufacturing Company.

The plaintiff had prepared an advertisement for the Hycolite company's "Liquid Wallpaper," at the request of the latter, which appeared in various newspapers. He received the commission and his out-of-pocket expenses for finished drawings and blocks. Later, the Hycolite company terminated his agency, and he now brought this action for damages for infringement of copyright because the manufacturer repeated the advertisement without his agency, and for an injunction to restrain Hycolite from publishing it further in the face of his alleged copyright.

Counsel for the plaintiff explained that the issue of a single advertisement was a trifling matter in itself but that the plaintiff had expected to receive commission from newspapers every time the advertisement appeared and had been deprived of this by the company's action in ending his agency. He further said that the action raised an important question of principle between advertisers, their agents, and newspapers.

Mr. Justice Astbury—"It is quite interesting that a person cannot advertise his own goods!" Counsel—"He can, but he should not use the skill and industry of another person who has written-up his goods."

Counsel further stated that this was a novel question and that in his opinion the fact that plaintiff was agent of the advertiser did not prevent his owning the copyright of the advertisement.

Evidence having been given as to the originality of the advertisement in question, Mr. Justice Astbury gave judgment, with costs, to the defendants.

He said that the advertisement was not, in this case, an original literary work and was therefore not subject to copyright. But even if the advertisement was subject to copyright he was not prepared to say that an advertising agent could succeed in an action for infringement. It was rather surprising, he remarked, that an agent should have a copyright in his employer's advertisement. There were many advertising agents in the country but this was the first time that any person acting as an advertising agent to an employer had ever said he was entitled to restrain that employer from using it for the very purpose for which the agent had received instructions to prepare it. He was not surprised that such a claim had not been made before. Still less was he surprised that it had not succeeded.

He could not believe that either party at the time of the arrangement intended that the agent should have a right under the Copyright Act to prevent his employer from using his own advertisement to advertise his own goods.

Judgment was entered accordingly, with costs.

New Accounts for Lee E. Donnelley Agency

The Carlyle-Labold Company, Portsmouth, Ohio, manufacturer of Clatone face brick and Scioto quarry tile, and The Lake Erie Bolt and Nut Company, Cleveland, have placed their advertising accounts with The Lee E. Donnelley Company, Cleveland advertising agency.

Appoints Youngstown Agency

The Banner-Mahoning Furnace Company, Youngstown, Ohio, has placed its advertising account with The Bolton Advertising Company, Inc., of that city. A new line of welded boiler plate steel furnaces will be featured in addition to this company's warm air heating systems.

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The facts are: you're wasting money!

Seven billion dollars are slipping through the fingers of American business every year. Here's why.

(*turn to next page*)

Heed the facts—
Know your markets better

At times the truth hurts . . . few of us like the sting of "hard, cold facts." Still, it is always well to know the facts and, better yet, to heed them.

That goes for business, too. Unquestionably, American manufacturers, noted for their efficiency, chafed at *Dr. Julius Klein's statement that they were wasting $7,000,000,000 every year.

Seven billions represent 10 per cent of America's huge domestic commerce . . . 50 per cent more than its entire export trade.

"The hard cold facts," as Dr. Klein reveals them, show that few manufacturers really know their markets. They have been overlooking good markets, overworking poor ones, carelessly plotting sales territories and so on.

**Dr. Julius Klein is director of the U. S. Bureau of Foreign and Domestic Commerce.*

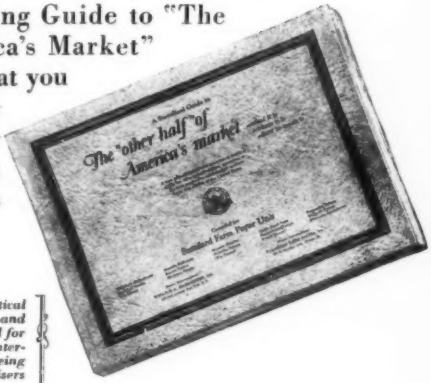
It is to the advantage of American business to heed the facts. KNOW YOUR MARKETS BETTER . . . then sell the good ones.

How to select the good from the poor

Where many err is in their conception of the make-up of the market. They do not realize that America is a series of sales territories, with varied purchasing power, needs and responsiveness.

There's rural America, an attractive field of 50,000,000 farm folks with money to buy. Yet Rural America, like Urban America, is the aggregate of many separate and distinct markets—some good, some poor. To select from the nation's 3,066 agricultural counties the ones which will best reward sales and advertising efforts is important.

In the new Marketing Guide to "The Other Half of America's Market" you will find exactly what you want to know about every Rural American county and market. Study it closely—and profit as others have.



The Marketing Guide presents practical and dependable information to sales and advertising executives. It was compiled for the Standard Farm Paper Unit by disinterested, unbiased authorities. Copies are being distributed by appointment to advertisers and advertising agencies.

(turn to next page)

YS

These Salesmen Don't Write a a Single Report

The Seattle Branch of the Federal Motor Truck Sales Corporation Has Adopted a Sales Control Plan Which Insures a Regular Routine of Calls in Productive Channels

SALES executives are much concerned with sales control methods that will effectively establish a routine of calls and follow-ups for their men. The card index system of prospects built up by contacts, with its abeyance file for call dates, has proved of much value, but it has its weaknesses. For instance, its effectiveness depends upon the report-writing cooperation of the salesman—generally careless of details. The lazy salesman can fake reports, and for a time no one is the wiser. It also is easy for him to disregard the call-date cards in the abeyance file, until his prospect calls back up into a chaos of conflicting dates. It seems self-evident that the most important factor in selling should not be dependent on the average salesman's weakest attribute—detailing bookkeeping records—if it can be avoided.

E. M. Lang, manager of the Seattle branch of the Federal Motor Truck Sales Corporation, reports that his company avoids this human element by a system that has proved remarkably effective. Salesmen do not write a single report—but the system makes them follow through on new and repeat calls 100 per cent. The plan was recently approved and recommended by the factory.

"The most difficult thing a sales manager faces is promoting a consistent and regular routine of calls by his salesmen," Mr. Lang says. "Piling up a sizable sales volume depends largely on seeing more prospects and as often as necessary. The average salesman will get all excited about a hot prospect. For ten days or maybe two weeks he'll camp on the prospect's trail with scores of competitors. He'll be loath to let the man out of his sight. Finally the game may or may not go on the dotted line, and just whose dotted line is always uncertain. In any event the salesman wakes up from this sales spree, and finds that many good leads have been neglected during the hot chase. If the sale is lost to a competitor, there is a mental let-down that is often disastrous. Usually temperamental as a vaudeville performer, the salesman has gone into a tail-spin that ends in a crash that may effect his sales performance for a week.

"We do not permit our men to carry all their eggs in one basket, even for a few days. We maintain that the hot prospect will not suddenly turn cold—necessitating a disregard for all other potential business. Equally bad is the habit of the lazy salesman to call on every Tom, Dick and Harry within easy walking distance, that he may report a full quota of calls.

"Furthermore, the plan that prevents this sort of thing operates entirely independent of the active participation of the salesmen. The average salesman refuses to worry about details, so we have removed them from his shoulders."

When the system was adopted, this firm selected a master prospect list. The company uses a zone system of selling, so as to make it easier for each salesman thoroughly to cover a given territory.

CARDS ARE FILED BY ZONES

This master list is indexed on cards, four by six inches, one name to a card, and the name of the salesman. The cards are grouped and filed by zones. From these cards is made up daily a call sheet for every salesman, containing from fifteen to twenty-five names. This sheet is letterhead size, and at the top is the zone number, salesman's name and date. Also on this "Daily Sched-

ule of Calls" is listed the names of "call-backs," who have previously been listed in the files for repeat calls during the "warming-up" process. Also the "not in" calls from the previous day. This company finds that its men can make about 225 new calls each month and still give proper attention to "warm" and "hot" prospects.

Every morning each salesman must give a verbal report of his previous day's work, which report is recorded in shorthand by a girl in the office. This report is later transcribed to a large report sheet —one for each prospect. Reports on repeat calls go on the same sheet, so as to give the sales manager a continuity of effort at a glance. Obviously it is easier for the salesman to make verbal reports than with pen or pencil, but more difficult for him to fake a report. He doesn't remember what he reported previously, and has no record of it. If there is any inconsistency, a check-up follows. The salesman is not given credit for "not in" calls. These are carried forward to the next day's call sheet; the first time, one asterisk is placed before the name, two asterisks on the second occurrence, etc. If this happens four times consecutively the salesman must report to the manager. The girl in charge of the follow-up system reports all similar irregularities.

Following is a typical report required by this company—contained on one sheet and showing the progress with one particular prospect (the usual card is too small for complete reports, but this sheet is letterhead size):

John Doe, buyer, Paul Jones, salesman
Blank Material Company,
2541 Union Ave.,
Phone, Elliott 6195.

August 1: Asked for proposition on W4 model, trading in his old truck. Quoted him $4,848 for chassis, freight, painting, bumper and radiator guard and 40 x 14 rear tires, less $1,671.25 for allowance on his old truck, which is now in our shop, making net $3,176.75. He is to phone me tomorrow or I am to call at his place.

Aug. 2: Mr. Doe was at the branch today and spoke to Mr. Brown about a deal for model W4 on the same proposition given him yesterday. He said he will take it up with his father tonig and I am to see him tomorrow at 1 o'clock.

Aug. 3: Called there with M Brown but was not able to reach M Doe, on account of mishap with on of their trucks. Later in the day g in touch with Mr. Smith of their com pany and he asked price on W4, trad ing in his Old Jumbo. Will give hi this immediately.

Aug. 4: Mr. Doe had decided t have his old Federal repaired and aske quotations on W4 and U5, trading i his Old Jumbo. Quoted him the fo lowing prices..... He said he wants two or three days t think this over. Call back Aug. 6.

Aug. 12: Sold them a C2W wit dump equipment.

As the daily reports of calls ar recorded in shorthand, the varyin results necessitate a grouping o the names into different classifi cations. If a name included in th call sheet is definitely not a pros pect for a truck, the name is kille and placed in a separate file. I a prospect will be in the marke within six months, the name goe on a "warming up" list. If he i an immediate buyer, his nam goes on a "hot" list. The name on these two lists are change daily by the girl in charge, accord ing to the information furnishe by the salesmen, so that at al times the sales manager is in clos touch with developments, particu larly with respect to closers.

On the "hot" and "warming-up" lists are used a series of symbol to facilitate quick analysis. "L" placed before a name mean "Lost sale"; "S" stands for sold "C" for closing; and "W" fo warming up. A prospect in th warming up list is changed ove to the "hot" list when he change to a closer, and his name i switched vice versa if such is th development.

So much for the positive aspe of the system, but the checking u factor that enables the sales ex ecutive to know whether instruc tions are fully carried out or no is even more important. Th keynote of this phase is the dis tinction made in calls. There ar two classes, "scheduled calls," an "calls not scheduled." The dis tinction is noted in the weekl tabulation of work accomplished This is done with the aid of chart, the salesmen being listed i

the left-hand column and the various points of information listed at the top across the chart: "Daily schedule of calls, call-backs made, new calls made, calls not scheduled made, short of schedule, kills, total calls made, new prospects found, hot prospects found, warming up prospects found, sold."

On the same chart is a recapitulation for each week and the total for the month. Also this pertinent information: Average number of salesmen making reports for the month, each salesman's average calls per month, each salesman's average calls per day, orders, deliveries, total new prospects for July, hot prospects on hand August 1, warming up prospects on hand August 1.

The lazy salesman can't dodge responsibility with this report. He may try to save shoe leather and still maintain a good quota of calls by visiting everybody on a street regardless; but this makeshift semblance of enterprise will show up in the record. This is the real meat in the cocoanut; it's the control lever that works automatically and keeps each salesman on his round of regular and assigned calls.

Haphazard calls made merely to maintain an appearance of activity must be listed as calls "not scheduled." Though the total calls for a week or a month may be equal to the quota for the period, the number of "calls not scheduled" may be out of proportion to the calls assigned in the daily sheet. If the former greatly outnumber the latter, it is an indication that the salesman is not following the sales routine, and eventually will be traveling in circles.

The best barometer of a salesman's enterprise and earnestness is the relation between these two types of calls. Effective sales management implies direction in productive channels, regardless of whims and inclinations of salesmen.

For repeat, or call-back interviews, this company uses the ordinary abeyance file with prospect cards and call-dates noted. Each salesman has a card for each day of the month, and names are added as they occur. Each morning these are included in the "Daily Schedule of Calls," and must be reported on the following morning.

"It's a great temptation for the salesman with a hot prospect on his list to spend too much time with such prospect, but we insist that the daily schedule of calls be carried through. We have found that adhering closely to this follow-up system directly affects our sales volume, because our efforts are guided into productive channels and kept there daily, despite personal inclination or over-enthusiasm."

Thus Mr. Lang summarizes the advantages of the plan that makes life tough for the lazy salesman—and often he's a corking good closer!

Peter Stam, Jr., with Religious Press Association

Peter Stam, Jr., for a number of years general manager of the book publishing division of the *Sunday School Times*, Philadelphia, has joined the staff of The Religious Press Association, of that city. He will be connected with the main office at Philadelphia but will also engage in contact work in national territory.

New Accounts for Atlanta Agency

The Southern Mortgage Guarantee Corporation, Chattanooga, Tenn., and the Southern Mortgage Securities Corporation, Atlanta, have placed their advertising accounts with Eastman, Scott & Company, Inc., Atlanta advertising agency. Southern newspapers will be used.

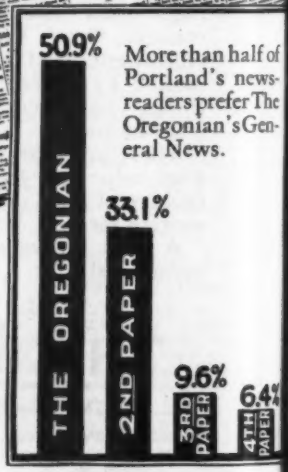
Isabella Taves Joins Chicago "Tribune"

Isabella Taves, who was formerly with the advertising department of Mandel Brothers, Chicago department store, has joined the copy and art department of the Chicago *Tribune*. In addition to copy writing, she will do contact work.

J. B. Wells with St. Louis Agency

Joseph B. Wells has joined the staff of the D'Arcy Advertising Company, St. Louis, as an account executive. He was recently with the Kling-Gibson Company, Chicago. At one time he was advertising manager of the Barton Manufacturing Company, St. Louis.

Preferred



More than half of Portland's news-readers prefer The Oregonian's General News.

The Specialty Merchants' Association of Portland wanted to know just what the newspaper preferences of Portland people are. So they had a survey made, covering every district in the city. And what they found out—well, The Oregonian is head and shoulders above every other paper in the hearts of Portland's news readers. The accompanying chart clearly shows Portland's preferences for *news*.

THE GREAT NEWSPAPER OF

for news

Preference for news means GREATER READER ATTENTION— *greater results for advertisers*

Portland people have very definite preferences when it comes to newspapers.

A new survey, just completed, shows that 50.9 per cent of the newspaper readers in Portland prefer The Oregonian's news to that of the three other papers combined. Only 33.1 per cent choose the second paper, 9.6 per cent the third and 6.4 per cent the fourth paper. In other words, more than half of all Portland news-readers prefer The Oregonian's news to that of all other newspapers.

Consider this great preference from the standpoint of advertising value. It means that advertisements appearing in The Oregonian have attention value at least 50 per cent greater than that of advertisements printed in any other Portland paper. And it means that your advertising has a far greater "pulling power" when it appears in The Oregonian.

Advertisers who have a selling job to do in Portland, can capitalize on this great preference by consistently advertising their products in The Oregonian.

The Oregonian

PORTLAND, OREGON

Circulation over 106,000 daily, over 158,000 Sunday

Nationally Represented by VERREE & CONKLIN, Inc.

New York 285 Madison Ave. | Chicago Steger Bldg. | Detroit 321 Lafayette Blvd. | San Francisco Monadnock Bldg.

THE PACIFIC NORTHWEST

Advertising's Retreat to the Barnum Era

Copy Writers Should Be Able to Say Plenty about a Product without Having to Import the Albino Elephant of Exaggerated, Flamboyant, Superlative Expression

By Hugh Brennan

President, The Brennan-Phelps Co.

THE other day while riding in one of our public conveyances I overheard a conversation between two young Chicago women who were ecstatic in their flights of enthusiasm concerning "darlingest" purses on Jones' first floor and "gorgeous" shoe buckles in the basement. From that level they soared to "exquisite" hats at Smith's and perfectly "adorable" compacts at Brown's.

I wondered if they learned that from advertising, for it did sound just a little like something I had read some time or other "in full position, first following and alongside pure reading matter and not on the same page with competitive advertising."

I did not recall that I had recently read the exact expression in advertising of "darling" cigarettes, "perfectly adorable" shoe blacking, "infinitely exquisite" umbrellas or "gorgeous" baked beans, but you and I and the rest of us have been reading for quite a while all about the amazing emotion in the new gas range, the "allure" in the new washing machine which uses less soap, consumes less electricity and really could, if necessary, astound the household by stoking the furnace in a pinch.

We can—we men—rather sense the feminine prerogative and inclination for women to wrap themselves in an atmosphere of nicety and delicacy by employing the now common extravagance in description, but it is difficult to reconcile that "he-men," business men, should have become inoculated with this germ of "superlativitis" in their honored profession of selling merchandise by the written message. The women will survive this strange period of word extravagance because it is a passing fancy. I hope the men in the advertising business will also live to tell about it—because their case is more serious since they depend upon their language for a living.

I am inclined to believe—as with the women of today—so, too, with our advertising Letterateurs, this is just one of those periods or cycles or whatever it may be which every so often seem to strike the writing end of the advertising business like a spring high water, sweeping along in its riotous course, carrying the whole countryside with it, spending itself and then settling down calmly and compactly to the even tenor of its way to make itself useful within the sphere and the province which nature has intended.

A HIGH-WATER MARK

Not always, of course, is it a damaging flood, working havoc in its wake, for sometimes it is merely a menacing gesture indicative of the devasting power possible should the banks overflow and catch us unprotected without dykes and levees. Today, the high-water mark of sheerest exaggeration has been reached in advertising text and a flood of superlatives threatens to damage or even destroy the vital force of all advertising copy —believability.

The one safe protective agency against this imminent danger is the advertiser himself, for accurate interpretation of the principles and policies of a producer reflected in his wares is the function of advertising and the copy man is the instrument of that translation over to the potential buying public.

Copy men seem always to have come in and gone out with the

tide—at least, it has seemed so to me during these last twenty-five adventurous and interesting years I have been in the business. It is not alone copy men who shift with the procession and recession of the waters—men in other branches of the business do, too, but that is something else and some day maybe we shall have an opportunity to set forth the queer things we have seen in advertising during this last quarter of a century. Just now we are concerned with that vital force in the business, that important entity who is the strongest link in the chain "from-factory-to-you"—the copy man.

There is something subtly infectious in advertising copy style.

Everyone seems to do it and no one can tell why.

Did you ever notice there is an unexplainable spontaneity at a certain definite time for little boys to spin tops or shoot marbles, or for little girls to skip rope? It just seems they must start together, whether they live down at the Battery or up in Yonkers, on Halsted Street or Sheridan Road, or in Illinois or Iowa; and in New York, Chicago and Des Moines they all seem to start on the same day and seem to quit on the same day to make us marvel that in natural sequence they automatically discard tops and marbles and jumping ropes to take up just as vigorously the period of roller skating or duck-on-rock or something.

Copy men are that way—they just don't seem able to help it. And their superiors, the paying advertisers, seem content to let them have their fling as the mood or the fancy urges.

Ten or fifteen years ago a certain copy man employed an unusually direct appeal to women—

"Madam, try these beans."

For months and months thereafter the women of America were "Madamed" to death all the way from the Atlantic to the Pacific by the butcher, the baker and the candlestick maker. Then the style became blasé and we passed on from one cycle to another until now we are down to what seems to me, in my modest way of thinking, is the lowest form of all style of expression—the flamboyant, exaggerated, superlative shouting that is creating an annoying din and is doing nobody any good.

P. T. Barnum had some good ideas according to reports.

In his day, horses had to be gorgeously caparisoned or Barnum couldn't use them. The bareback riders had to be alluringly and scintillatingly beautiful—the most beautiful of all women or they didn't belong; his performers were the most marvelous and his performance the most stupendously magnificent—"the greatest show on earth, ladies and gentlemen—step right up this way for your tickets—hurry—hurry—hurry."

And old P. T. said something about one being born every minute.

Now, during these last twenty-five years copy writers have come and copy writers have gone, but the cycles seem to go on forever in their natural sequence just like the tops and marbles and duck-on-rock and Tennyson's brook.

ADVERTISING HAS DEVELOPED

In these rotations much good has been done and marked improvement has been noted—for advertising has developed in power and effectiveness—and no little credit for that development is due to the ability, the acumen, the vision and the common-sense of some copy men.

The patent medicine era has passed so far as advertising classics are concerned, and the pure-food and drugs act of A. D. 1906 had much to do with its passing. Exaggeration ran riot in those good old days and Barnum would have been pleased.

We pride ourselves that we have graduated from the crude pioneering period when the best copy writer was he who could make the most claims and get away with it, until the newspapers and magazines established a new code of ethics in relation to extravagant and erroneous statements—and now most of them don't publish such stuff any more.

Then came a new era, the auto-

¶ PHOENIX, Ariz., March 15, 1928. Salt River Valley citrus lands adjoining Phoenix will yield crops valued at $2,000,000, an increase of $500,000 over last year, according to officials of the citrus growers association. Approximately 3,000 acres are now in bearing and another 3,000 acres will be planted in young trees immediately, while plans of the Pacific Development Company in the old Beardsley tract contemplate setting out a 10,000-acre tract to grapefruit and oranges.

mobile age, and with it flowed fluently as the flood a new style of expression and appeal, but an improved style, all its faults notwithstanding.

Then followed a higher standard along the whole advertising copy front and the army of copy writers hopped into step with the progress of business in general and marched along in orderly fashion up to a certain zone or field or area or whatever it is.

Now we meet the cycle again. The cycle of retreat and backwardness this time—as far back as Mr. Barnum, whose tent covered everything in the world worth while, to hear Mr. Barnum's advertising man tell it.

And, incidentally, this very same advertising man of the Barnum era is a good warm friend of mine and he knows what I mean if he reads this.

For if we haven't already arrived we soon will be away back there in the pre-medicine days—the days when men made every claim conceivable and overdid it to the point where nobody believed them.

YOU CAN'T FOOL THE PUBLIC

Believability in copy not only is the foundation of advertising—it is the whole structure. The copy man may fool himself with the dashing, dangerous style of superlative super-advertising and he may fool the client who pays the bill for a little while, but he isn't going to fool the public with it, because they don't believe that sort of stuff any more. They have been educated.

They know just as well as you do that there isn't a scintilla of news-value or truth either in your statement that you have the greatest show on earth or that yours is the Maximus and all the others are mere Minors and Majors of trade.

A herd of elephants on circus parade was news once—in P. T. Barnum's day—if you get what I mean—but something happened to the whole outfit from the standpoint of news-interest, so one day there turned up in camp from Siam a full-grown, pure-white pachyderm with all appurtenances, including pink eyes.

Now every conscientious copy expert knows there is genuine news value and interest in an accurate interpretation of a manufacturer's principles embodied in his product and that consequently there is unlimited latitude for skilful copy with a "punch" which will be accepted with credulity by the present skeptical generation without having to import the albino elephant of exaggerated, flamboyant, superlative expression in order to try to fool somebody.

For example: If I should be a manufacturer of a high-grade spinach, perhaps it would appeal to me to publish broadcast the names and locations of a select list of prominent Americans who used my goods as a regular daily habit, but it would not appeal to me to propagate through paid advertising the news that grand opera singers have their tone range enhanced by it; that ball players can circle the bases faster through it, or that football players and bicycle riders can clip a few seconds off their speed records by using a moderate amount of my product each day. And especially would that not appeal to me if I knew the opera artists and the athletes never did use my goods and never intended to use them.

I happen to have rather a large acquaintanceship among some of these highly prominent baseball players, ice skaters, six-day bicyclists and football heroes.

One of them, whose picture is now prominently displayed nationally in superlative testimony of the merits of something or other, was a visitor in my home just the other day and I passed him some of this something or other, but he modestly declined with the apologetic explanation that he had never yet indulged in it because of the necessity for strict physical training regulations in his line of athletic activity.

Now I ask you, Mister Copy Expert, and you, Mister Advertiser, and you, Mister Advertising Agent, isn't that a revival of the period when you and I were young; when

Sh-sh-ushing our "YOUTH" COPY

We have heard a great deal from readers of our recently published advertising that urged the use of "young writers to appeal to young buyers."

Not much more than fifty per cent of the letters and comments are favorable. The unfavorable ones divide into two classes.

Class One contents itself with saying, "Ridiculous . . . 't ain't so."

While Class Two makes a different case and says, in effect, "For heaven's sake, Batten, let up on that youth stuff. There's too much of it being talked now. The man of forty-five has a hard enough time as it is. Stop telling the world that as a copywriter he lacks potency. What is to become of the upper-middle-aged if this stuff is kept up?"

In answer to the people who claim that " 't ain't so," we will quote from display advertisements inserted in a current issue of Printers' Ink where-

in agencies and publishers are seeking to add to their personnel.

"LARGE PUBLISHER WANTS A COPYMAN"... a *good* copyman, in his late twenties or early thirties..."

"COPY AND CONTACT MAN WANTED (not over 35) . . . "

"WANTS a creation man... must be young, a regular idea factory . . . "

"WE'RE LOOKING FOR A COPYWRITER . . . a chap between 25 and 35 with an alert, creative mind . . . "

Now, obviously, what we say about the usefulness of young advertising writers cannot be true and untrue at the same time — except by this possibility: Maybe George Batten Company, by some combination of luck and skill and choosing and training, has built up an exceptionally able, capable and useful staff of young men and women writers.

Or it may be that we have a sort of magic in dealing with this material ... much as other agencies have with women writers, and still others are reported to have in producing enormous campaigns in forty-eight consecutive hours on a diet of cigarettes and black coffee.

At all events, we are saying what we have found to be true about a condition that we did not create and cannot remedy—that writers under forty and even under thirty will, properly guided, produce more and better advertising copy than any other age-group.

Some don't believe it. Others don't want it said. We do believe it, and are saying it; and further, we believe that what a firm believes and says, is not bad advertising even if these views are not altogether popular.

GEORGE
BATTEN
COMPANY
INC.
Advertising
✦
NEW YORK
CHICAGO
BOSTON

some of us lived in isolated farm homes before the days of automobiles and country telephones; before hard roads were in fashion to enable the doctor to reach us quickly in an emergency, and as a consequence, we kept the family medicine chest well supplied? Those were the days when the herb tea, which was good enough for President Garfield, was good enough for you and me. At that time, if a Congressman from Missouri became anemic and used Doctor Liver's Iron Ade, every country barn roof reminded you that the statesman was a smart man because he certainly knew his Iron.

Now, as a matter of reiteration: We seem to have gotten back to that cycle of pink-eyed superlatives and exaggeration or else we never passed it.

If it is really a matter of inglorious retreat, let us importune the gods for a man in the ranks to lead us out of the barbed wire entanglement of super-advertising. As a matter of further reiteration, let us submit once more, that accurate interpretation of the principles and policies of a producer, as reflected in his product, is the function of advertising and that the copy writer is the instrument of that accurate translation over to the buying public.

B. W. Burtsell Elected President of Sargent & Co.

Bertram W. Burtsell has been elected president, director and general manager of Sargent & Company, New Haven, Conn., makers of hardware, to succeed George Lewis Sargent, resigned. For the last eight years Mr. Burtsell has been president and general manager of McKinnon Industries, Limited, St. Catherines, Ont., and the McKinnon Dash Company, Buffalo, N. Y.

C. L. Houser and Franklin E. Wales Merge

The C. L. Houser Company, New York, and the Franklin E. Wales Company, Chicago, publishers' representatives, have been consolidated. The new organization will be known as The Houser, Wales Company. Mr. Houser will be in charge of the New York office and Mr. Wales will head the Chicago office.

To Publish "The Rural School Board Magazine"

The Rural School Board Magazine is a new monthly magazine to be devoted to the interests of rural school boards. The first issue will appear about April 15. It will be published by the School Board Publishing Company, Cleveland, of which M. L. Harter is president, F. L. Ransom, vice-president, and A. W. Ransom, secretary.

Paul H. Spies, formerly advertising and sales promotion manager of the Harter School Supply Company, has been appointed advertising manager of the new magazine.

Benjamin U. Baker with The Seng Company

Benjamin U. Baker, formerly advertising manager of The Wahl Company, Chicago, maker of pencils, fountain pens and manicure compacts, has been appointed advertising manager of The Seng Company, furniture specialties, also of Chicago.

The Wahl Company has combined its advertising and sales promotion departments, both of which are now in charge of J. L. Johnson, formerly sales promotion director.

W. C. Mottershead Joins Reincke-Ellis Agency

William C. Mottershead, for thirteen years a member of the advertising department of Lyon & Healy, Inc., Chicago, and more recently with the W. F. Hall Printing Company, of the same city, has joined the Reincke-Ellis Company, Chicago advertising agency, as production manager.

Du Pont Rayon Appointments

H. J. White has been appointed general manager of the rayon department of the Du Pont Rayon Company, Inc., New York, including both production and sales. J. S. Denham, formerly director of sales, has been made assistant general manager. Frederick R. Brown, formerly of Butler, Prentice & Company, Inc., New York, has been appointed director of sales.

Laminated Shim Account to Sacks Agency

The Laminated Shim Company, Inc., Long Island City, N. Y., manufacturer of the Vernay automobile shutter and heater, has appointed the Sacks Company, Inc., New York advertising agency, to direct its advertising account.

M. D. Blitzer Heads Lightolier Company

Moses D. Blitzer has been elected president of the Lightolier Company, New York, maker of lighting fixtures. He succeeds his father, the late Bernhard Blitzer, founder of the company.

15, 1928

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The Gentle Art of Trading Up

An Interesting Demonstration of This Principle Is to Be Seen in the Merchandising of Paraphernalia Used in the Game of Bridge

By W. B. Edwards

A LARGE Gloversville, N. Y., glove concern is marketing a line of gloves that will retail at $10 a pair. This glove is the result of an effort on the part of the manufacturer to offer something in the direction of quality that has not previously been attempted. It comes on the heels of a season that has seen the successful introduction of $10 neckties and $10 men's belts, not to mention men's garters at $2, with $5 garters in the not-too-distant offing.

Of what significance is all this? Is the American male determined to out-Brummel Beau Brummel? Has thrift been thrown out of the window and foppishness taken its place?

I'm not going to attempt to answer those questions. My sole purpose in noting these facts is to point out that even the field of men's haberdashery — even the American man, mind you, who is supposed to be a poor dresser—is susceptible to the influences of the gentle art of trading-up.

This principle of trading-up is in evidence in almost every line of manufacture. There is this difference, however: In some lines, the manufacturers are really guiding its development and growth; in other lines, they are merely catering to the unmistakably expressed wishes of their customers and distributors.

It is probably correct to say that, until very recent years, manufacturers of the various paraphernalia that are a more or less essential part of the game of bridge were in the latter class. They did little more than sit back and wait for users and dealers to tell them how the card table, or chairs, or scoring device, could be improved, and then, after considerable persuasion, they would indulge in a little trading-up.

There is another difference also: In some cases, trading-up is a tricky and questionable practice. In other cases, it is entirely ethical and represents sound economics. The development of bridge accessories is in the latter category.

This development began when some of the more enterprising organizations in the field recognized in the continual prodding by their customers an opportunity for real originality and initiative. The result was that more and more concerns gave serious thought to the possibilities of trading-up the market for bridge paraphernalia and as the game increased in popularity it seemed as though trading-up opportunities were unlimited.

There is no doubt that the way the demand for these products has mounted from one price bracket to another offers manufacturers in other fields an interesting demonstration of the efficaciousness of the principle of trading-up. And now comes the Lyon Metallic Manufacturing Company, Aurora, Ill., with still more evidence to show that the American pocketbook seemingly has no bottom and that offering a better product to people who want something better and are willing to pay for it is a sound policy.

AN IMPROVED PRODUCT

The Lyon company was established in 1901. Its business is the manufacture of metal furniture, including lockers, shelving, filing cabinets, other metallic office furniture, etc. For several years, the executives of this concern observed the growth of the demand for bridge tables and particularly the growing call for tables of higher quality and greater beauty. The company saw one manufacturer after another enter the field with an improved product—all made of wood—and then came the inspiration—a metallic bridge table. The

metal construction would mean a table that would stand up under all sorts of punishment; a table that could serve a variety of purposes other than strictly card playing; a table which the company felt certain would be superior to anything the market had to offer at the time.

But—and this was a mighty big but—the price would be head and shoulders above the figure at which bridge tables usually sold. Could the consumer be traded-up to this price level? Also, card tables have been somewhat of a "houn' dawg" in the furniture industry. They are being used as leaders and sell at ridiculously low prices. Would the trade stock a steel table in spite of the attitude of most dealers that card tables are "just something to have on hand"? These were important questions and yet they could not very well be answered until the new table was actually made. It was decided, therefore, to make the table first and worry about the price later.

The tables were in a process of development for two years. Famous artists and designers were employed to work on designs and color schemes. Paint experts from paint manufacturing concerns were consulted. Finally, it was decided, on some of the tables, to etch the designs into the steel, similar to the way in which an engraving is made.

As had been anticipated, the table that eventually came into being—called the Lyon Steelart folding table—had to carry a higher-than-the-average price. However, the company went right ahead with its marketing plans. A direct-mail campaign to the department store and gift-shop trade was laid out. The campaign was produced in offset lithography, each piece in thirteen colors. The various pieces consisted of small-size booklets, each of which told the story of Steelart folding tables quickly and contained illustrations in color of the entire line. The unusualness of the table was stressed as well as its beauty of design and color, and its many uses. Salesmen followed quickly on the heels of the campaign.

This effort was followed with business-paper copy and it is planned to use space in consumer mediums this year. Distribution has been obtained through a number of important retail outlets and it is expected that more will be added as the campaign gains momentum.

A feature of the campaign that deserves comment is the manner in which the company has not permitted itself to be limited in its appeal by the fact that the product so closely resembles card tables. In the first place, the tables are usually referred to as "folding tables," not "card tables." Secondly, the direct-mail copy and business-paper advertisements all refer to the uses to which the table can be put other than for card-playing.

For the time being that is all there is to tell. The campaign is still in its early stages and the company can say no more than that it feels it is pointing in the right direction. It is convinced that the principle of trading-up will work as successfully here as it has for so many other products—and as it is capable of working for so many more which have not yet been exposed to its beneficial effects.

Vanderhoof Agency Adds to Staff

Karl Hale Dixon, for five years manager of the advertising service and sales promotion department of the R. R. Donnelley & Sons Company, Chicago, has joined Vanderhoof & Company, Chicago advertising agency. He will be in charge of creative planning.

Ben I. Butler, formerly with Fred A. Robbins, Inc., Chicago advertising agency, and Joseph Wilson, formerly with the National Salesmen's Training Association, Chicago, have also joined this agency. Mr. Robbins will do both copy writing and contact work while Mr. Wilson will be in charge of the direct selling department.

Timken-Detroit Company Acquires Socony Burner

The Timken-Detroit Company, Detroit, has purchased the oil burner business of the Socony Burner Corporation, a subsidiary of the Standard Oil Company of New York. The deal includes the Socony Burner sales and service organizations throughout New York and New England.

Who Pays the Cost of Price Cutting?

A frank discussion of the warfare now being waged between the purchasing agents and the sellers in this buyers' market

By EARL WHITEHORNE
Commercial Editor ELECTRICAL WORLD

FEW articles in the business press have aroused more discussion and favorable comment than the one whose heading is reproduced above. This is the first of the series to be published in "Electrical World" on this theme.

For example—The executives and engineers of central stations or electric light and power companies this year will spend over $900,000,000 for electrical generating, transmission and distribution equipment.

Likewise their customers—20,000,000 industrial plants, commercial establishments and homes will make purchases of electrical equipment running well over a billion dollars. Central station residential customers (wired homes) alone will buy nearly three-quarters of a billion dollars worth of household electrical appliances and merchandise.

Electrical manufacturers, whom "Electrical World" numbers among its readers are buying vast quantities of raw materials, finished and semi-finished parts.

Large electrical contractors who equip for electric service the skyscraper, the theatre, the mill and the factory, as well as the electrical supply jobbers, are concerned with the problems of price cutting for they, too, are buyers of electrical and related equipment.

With reader interest served by such articles on vital topics, isn't it only natural that manufacturers use "Electrical World" advertising to help in their selling jobs?

P.S. Of course we will be glad to send you reprints of these articles.

Electrical World
a McGraw-Hill Publication
Tenth Avenue at 36th Street
New York City

Member of the A. B. C. and A. B. P.

Canada Dry Takes Its Stockholders Back Stage

Along with Its Annual Report, It Sends a Handsome Brochure Which Tells the Complete Story of the Making of Canada Dry

THE New York Telephone Company reports that during 1927 it held 1,650 switchboard demonstrations and illustrated lectures, which were attended by 550,000 people. Visitors to its central offices numbered 55,000.

The Buick Motor Company not only invites people to visit its plants, but mails to each visitor, a few days after the trip through the factory, a handsomely bound booklet. What is more, the booklet has the visitor's name embossed in gold letters on the cover. The book is entitled, "The Trip I Made." It is written as though penned by the visitor himself.

There you have two examples of the lengths to which prominent manufacturers go these days in their efforts to show people how the wheels go round in their factories. Naturally, these companies are particularly anxious to have stockholders avail themselves of the privilege of being taken behind the scenes. However, with the investing public growing in size each day, only a minor share of any company's stockholding list will ever be able to make the trip through the factory. And yet, since the stockholder who knows something more than a few superficial facts concerning the plant in which he has a financial interest is a definite asset to the company, many manufacturing organizations would like to do something which would accomplish the same purpose as a factory trip.

An interesting solution of the problem has been worked out by Canada Dry Ginger Ale, Inc. This consists of a rather elaborate brochure that has just been mailed to stockholders in conjunction with the company's annual statement. The brochure is entitled: "From Jamaica to the Tables of the World."

There are thirty-two pages to the brochure. Half of almost every page consists of a photograph. Underneath are thirty or forty words explaining the picture. The first illustration shows a scene in Jamaica, where the company obtains the ginger-root

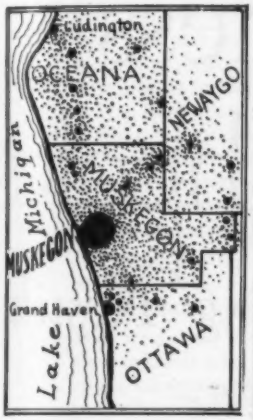
FROM JAMAICA TO THE TABLES OF THE WORLD

THIS IS THE COVER OF THE CANADA DRY BROCHURE

from which Canada Dry is made. The second picture shows this ginger-root being hand peeled by native labor. Then there is a picture of sun bleaching and a fourth showing the arrival of the ginger-root at the company's plant in Canada, where the extract that forms the basis of Canada Dry is made.

From this point, the pictures all show factory scenes. The few words of description under each enable the stockholder to get a comprehensive idea of the manufacturing process in a few minutes.

One Newspaper Covers the Largest Community on the West Coast of Michigan



One clean, live, newspaper covering this whole section of Western Michigan

Circulation

18,094

A. B. C. year 1927

MUSKEGON

Population 60,186

Wages paid during 1927 exceeded $20,000,000. This buying power is well worth the consideration of any manufacturer.

Fifty-five per cent of the people who earn this 20 million own their own homes, 85 per cent are American born.

Continental Motors, Brunswick-Balke-Collender Co., Alaska Refrigerator, Shaw-Walker, Brown-Morse and 60 other diversified major industries keep Muskegon workers employed year in and year out.

THE MUSKEGON CHRONICLE

Gives 100% Coverage of This Valuable Market 14,815 Chronicles every day (except Sunday in Muskegon)

This is the seventh of a series of advertisements featuring the principal cities of the Booth Newspaper Area. Watch for other announcements in next week's issue.

THE BOOTH PUBLISHING CO.

Grand Rapids Press · Saginaw Daily News · Jackson Citizen Patriot · Muskegon Chronicle
Flint Daily Journal · Kalamazoo Gazette · Bay City Daily Times · Ann Arbor Daily News

J. A. KLEIN, *Eastern Representative*
50 East 42nd St., New York

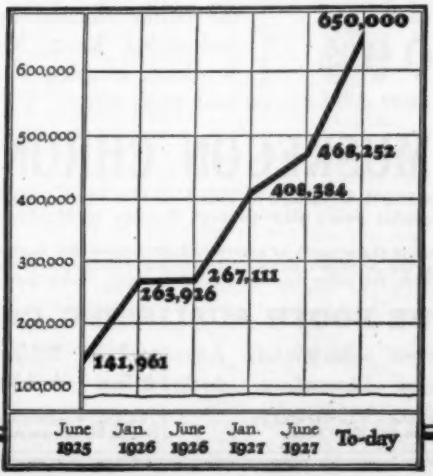
J. E. LUTZ, *Western Representative*
6 North Michigan Ave., Chicago

When Business Checks

The Advertising Results

Today Collier's offers advertisers a total circulation of more than 1,600,000 with over 650,000 on the newsstands. Advertisers who ordered 1928 space—last year—are getting a circulation bonus of a quarter million to a half million families per issue.

Collier's Newsstand Growth



HIGH SPEED ADVERTISING must do its share in taking care of high speed production —or profits begin to sink. In these days of keen competition manufacturers demand a quick return on their advertising investments.

How do you check your advertising results?

One manufacturer of a three dollar article, who keeps a careful record of his advertising income, writes us as follows: "Our full page advertisement in the December 24th issue (of Collier's) was one of the most successful we have ever run . . . We have already received enough business—in less than three weeks—to cover all our costs. And as orders are still pouring in, the direct profit will be quite substantial."

Another advertiser tells us that a page in Collier's brought in $10,186.50 worth of cash orders on a $5.50 product in equally fast time.

This is one way to check advertising results—and it's a valuable one. But what of the manufacturers whose advertisements are not designed to pull enquiries or direct orders?

For them there is the most truthful and fundamental measurement of all—the test of editorial interest and response.

Applying this test to Collier's you find, for example, that in 17 weeks a single editorial feature brought in more than 201,000 letters from readers.

And that a recent Collier's article by Roger W. Babson struck such a responsive business chord that in six days manufacturers and advertising agents telegraphed and wrote for 103,359 reprints of it.

Such facts as these show the thoroughness and interest with which Collier's is read—and therefore they write a guarantee of quick and substantial return into every advertising investment in Collier's. Furthermore they have put a new phrase into sales conversation—"Use COLLIER'S for Action!"

THE CROWELL PUBLISHING COMPANY
NEW YORK

What's In a Name? Everything, If You're Selling Abroad

Wrigley Found Britishers Would Not Buy Gum, So He Sold Them Chewing Sweet

THE ARABOL MANUFACTURING CO.
NEW YORK CITY
Editor of PRINTERS' INK:

When I was in England last September I heard an interesting story about the Wrigley company to this effect: It had staged a big advertising campaign in England for Wrigley chewing gum along practically the same lines which it followed successfully in this country; after spending many thousands of dollars the campaign fell more or less flat; on investigation the cause of the failure lay in the fact that English people did not comprehend the term "chewing gum" (since they apply the word gum to rubber products almost exclusively); the Wrigley company then changed the name of the product to Chewing Sweet and immediately on making that change the campaign proved successful.

Will you please let me know if you have any data covering this matter? It is extremely interesting to us because of a somewhat similar situation which has arisen regarding the marketing of our goods in England.

THE ARABOL MANUFACTURING CO.,
E. OLDHAM,
Advertising Manager.

MR. OLDHAM'S version of the experience of the William Wrigley, Jr., Company in England is substantially accurate. It illustrates how important the apparently trivial detail may become in selling American products in a foreign country.

Some people in England bought Wrigley's gum when it was advertised and sold to them as such. However, great difficulty was experienced in widening the market to profitable proportions until the name was changed to Chewing Sweet. Now, some seven or eight years after the change in name, Wembley, England, is the site of Wrigley's third largest factory. England has become a highly profitable market and so has Australia.

William Wrigley, Jr., did not invade the British market after establishing himself in the United States as the leader in his particular field. About seventeen years ago, an English druggist imported a few cases of Spearmint in order to supply the calls he had from tourists. That started a lively export trade, the organization of a British company and the expenditure of about $250,000 in advertising by Mr. Wrigley. However, retail dealers did not push gum aggressively to the English. When window displays were offered them they made somewhat better progress, converting the working class, at least, to the gum-chewing habit.

"Up to 1918 we transplanted our American advertising to England, spending a fair amount of money," says W. H. Stanley, secretary of the William Wrigley, Jr., Company, who directs the company's foreign business. "We were definitely in the British market and had a foothold there, but we were not going ahead at anything like a satisfactory rate. The reason, we now know, was that to the Englishman the word 'gum' means gum arabic or india-rubber. It was in 1920 that we changed the name of the product of our Australian plant to chewing sweet. Soon after that we dropped the word 'gum' from the labels of the product we were exporting from the United States to England. In 1921, we began advertising chewing sweet in England.

"The success of the change from gum to chewing sweet has been great, both in Australia and England. Some people still call it gum, but to the general public it is Wrigley's chewing sweet, and we have no interest in trying to swim against the current. Here in the United States, gum is gum. We label our P. K. sugar-coated tablets as chewing sweet, but that is simply to distinguish them from the slab product. To the French, gum is chewing bonbons.

"In selling American merchandise abroad it is highly important to give your prospective customers nomenclature they are used to and want. Every American product faces enough handicaps when it gets into foreign lands without

making the road any rougher. Every foreign country has well grounded colloquial meanings for certain words, and it is foolhardy and wasteful not to observe these meanings. When the language is different, an advertiser must watch out to avoid using literal translations of English, if he cares anything about being taken seriously by the market he seeks to impress favorably.

"Our advertising in England at the present time would probably be entirely inadequate in the United States. It is semi-serious in style. It gets a quiet, undisturbed reading there. Your Britisher doesn't read and run as we do here, so we talk in terms of logical reasons for chewing—not gum, but Wrigley's chewing sweet."

Mr. Wrigley spent $700,000 in England before turning the corner. Probably his sales in Spanish-speaking countries would be better if he would drop the "W" and the "y" from his name, making it Rigle, but that concession he is not willing to make. The American manufacturer who sees the foreign market either as profitable in itself or as an opportunity to stabilize his selling may well keep his eyes open for the "tremendous trifles" that may hinder his progress and cost him more money than he can afford to spend.—[*Ed.* PRINTERS' INK.

February Mail-Order Sales Increase

Sears, Roebuck & Company report February sales of $23,842,036, against $20,966,368 for February, last year, a gain of 13.7 per cent. Sales for the two months of 1928, amount to $48,082,184, against $43,046,542 for the first two months of last year, an increase of 11.7 per cent.

Montgomery Ward & Company for February this year report sales of $14,550,080, against $14,184,130 for February, 1927, an increase of 2.5 per cent. For the first two months of this year, sales were $27,775,550, against $27,341,184 for the first two months of last year, an increase of 1.2 per cent.

Joins Heizer Printing Company

D. Chester Gerlach, formerly with the advertising staff of the Columbus, Ohio, *Citizen*, has joined the sales staff of the Heizer Printing Company, of that city.

Recommends Advertising to Honey Industry

Further development of co-operative marketing among beekeepers and the establishment of an aggressive merchandising policy to place honey among the nation's leading food industries has been suggested by the Department of Agriculture. This suggestion follows a survey of market outlets and demand for honey made by A. W. McKay and M. P. Rasmussen of the Bureau of Agricultural Economics.

The survey covered the handling of honey by chain-store grocery systems, wholesale grocers, bakers, confectioners, honey bottlers, produce firms handling honey, and hotel and restaurant supply houses, and included a check of retail food stores in Elmira, N. Y., Chicago and New York. Approximately 475 retailers were interviewed in the three cities. Forty-two stores reported decreased sales of honey in 1926 compared with 1925; 130 reported increased sales; 216 reported no change.

The Bureau declares that unless honey is standardized, it will be difficult to extend greatly the demand for the product. Education of the public to the healthfulness and food value of honey, say the investigators, offers one promising solution. Such education will probably have to take the form of advertising campaigns adjusted to local, State or sectional needs. The unorganized condition of the industry, it was stated, presents one difficulty to an advertising program. There is also need for co-ordination of the activities of all co-operative associations, according to the Bureau, especially in standardization and advertising.

Elgin Stove Account to C. J. Ollendorf

The Elgin Stove and Oven Company, Elgin, Ill., manufacturer of ovens, gas stoves, ranges, kitchen cabinets and metal clothes hampers, has appointed the C. J. Ollendorf Company, Chicago advertising agency, to direct its advertising account. Direct mail and business papers will be used.

Hart Grain Weigher Appoints Buchen Agency

The Hart Grain Weigher Company, Peoria, Ill., manufacturer of grain measuring devices and threshing machine equipment, has appointed The Buchen Company, Chicago advertising agency, to direct its advertising account. Plans call for the use of direct mail and farm papers.

Jack Nelson with Kastor Agency

Jack Nelson has been selected to head the new radio division of H. W. Kastor & Sons Advertising Company, Inc., Chicago advertising agency. For several years he has been affiliated with Chicago broadcasting stations.

Combining the Instruction and Return Cards

The Copeland Sales Company Has Developed an Idea Which Brings It Closer to Its Consumers and Makes Possible Efficient Servicing of Its Electric Refrigerator

By A. M. Taylor

Manager of Advertising and Sales Promotion, Copeland Sales Company

THERE is always the problem, when a manufacturer sells through distributors, of maintaining some sort of contact with the final purchaser. The return card is one answer to this difficulty. Recently, we worked out the idea of making our return card a part of our instruction card. We also decided to offer the customer-owner a reward for filling out the return card and mailing it to us.

There is no point about an instruction card more important than "can't-lose-ability," unless it be indestructibility. When an appliance is delivered to a customer, an instruction card ought to go along with it and stay with it. There are various ways to make certain of this. One is to paste the instructions to the article. Objections to this method are that the instruction paster often gets mutilated, and an industrious servant or housekeeper soon washes it away. To avoid these objections, we have made our instruction card as compact as possible by printing it on two sides, and using a quality of cardboard of substantial thickness. A brass eyelet at the top of the card enables us to wire one or more to each one of the compressor or condenser units that goes with the Copeland refrigerator.

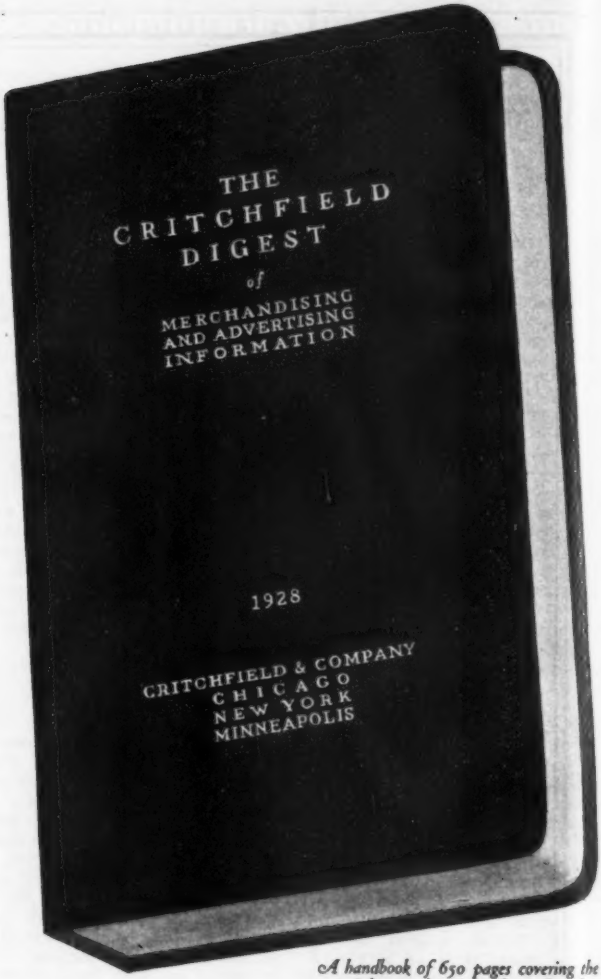
We evolved the idea of having a return card made as a part of the instruction card for several reasons. One is that it is difficult to get accurate or complete reports from some distributors and dealers on installations. Another reason is to enable owners to communicate with us direct, should they wish to do so. Thus we are hoping to receive expressions of satisfaction as well as expressions of the other kind, and we are just as eager to get one kind as the other.

Our distributors employ trained service men, who are trained at our factory when it is possible for the distributor to arrange for them to come there. We hope these service men are thoroughly competent and we do everything to make them so. Should there be cases where the local service man fails to hear of trouble, or is unable to make an adjustment to the complete satisfaction of the owner, the owner will be able, by means of the card, to communicate with us, which will give us a chance to step right into the situation and remedy it. This card will, we believe, enable us to establish a certain amount of direct contact with our owners and through that contact make them aware that we are interested in them after they have paid their money for our product.

RECIPE BOOK AS A REWARD

Besides the points I have described, I believe there are other features about our instruction card that will interest manufacturers who have a problem of this sort to work out. The first of these is the reward for filling out the return card, which I mentioned previously. This is a recipe booklet for making frozen desserts. Reference to it is made on the face side of the instruction card. The customer is expected to insert on the return card the model, the number, the date upon which the refrigerator began operating, two blank lines for remarks, his name, street address and city. Upon these "two blank lines for remarks," we hope to garner our meed of praise or blame.

A second feature of our instruction card worth mentioning is a



A handbook of 650 pages covering the essential up-to-the-minute facts of marketing and advertising. Price $2.00 postpaid.

CRITCHFIELD

A D V E R

Chicago New York

The Executives' Handbook of Advertising and Marketing Information

The Critchfield Digest of 1928 brings to the executive a veritable vest-pocket encyclopedia of sales, merchandising and advertising data. Here in one volume of 650 pages, measuring 5⅛" x 3¼" x ¾", we have assembled information on domestic and export markets, population, business and copyright laws, national income, motor vehicle registrations, railroads, surfaced highways, that is essential, almost daily, in the conduct of business.

Essential data on every general magazine, farm paper, trade paper and foreign language publication. Circulation figures—size of type page—number of columns to page, column size—halftone screen—line rate—page rate—dates forms close—date of issue, etc., are given.

Every buying center in the United States and Canada is analyzed by population, car registration, industries, banks, retail outlets, together with the local newspapers covering these markets. The domestic market analysis shows that 33% of the nation's business is transacted in but 12 of the 3068 counties in the United States. 66 counties do 55% of the business; 225 counties do 75%; 632 counties do 85%.

We have added greatly to the scope of this latest annual edition of the Critchfield Digest, making it, we believe, the most useful of any issue in its 18 years of existence. You will find that every word of information and every table is not only instructive, but easy to find, in the handy, portable quick-reference form in which it is presented.

& COMPANY

T I S I N G

M i n n e a p o l i s

portion headed "Food Arrangement." It explains how to arrange different foods in the refrigerator. Experience has proved that this feature is very much worth while, for the public generally has very little idea of what takes place inside of a refrigerator, and a great many amusing incidents come to our attention from time to time because of this fact.

Thus we make our instruction card a link in our service program. We realize that service is the keynote to continued sales. I have seen territory after territory improved by injecting into the situation a good service man who knew his job and went to work. We believe our new instruction card with its return card attachment will be the means of putting Copeland service on a new plane of efficiency.

Fire the Detective!

February 25, 1928

Editor of PRINTERS' INK:

Our organization has a system for discovering errors and rating personal efficiency which does not meet with the approval of a good many principals in the company. This system affects not only office employees but also salesmen. Several members of our company are subscribers to your valuable paper and we thought it possible that you might have some suggestion that would help to put us on the right track.

The system spoken of has been known as the "Complaint" department for several years, but has recently been named the "Service" department. It operates briefly as follows:

All incoming mail is read by a mail clerk and assigned to the proper individual or department. Whenever she reads a letter that seems to reveal an office or salesman's mistake, the letter is sent to an assistant of the office manager who determines whether it should be rated a "complaint" or not. If so rated, it is referred to a divisional head who sees that the error is corrected and completes a "synopsis" covering the matter in detail which synopsis is returnable to the assistant office manager for official cognizance. The synopsis charges the error to a particular individual and this error is charged as one point against the individual. A monthly summary of complaints is given each department showing the number of such complaints charged against each individual.

Failures in such a system in the writer's opinion are many. (1) It fails to discriminate between important and unimportant errors or omissions. (2) It falls far short of detecting all errors or omissions. (3) It attaches to certain individuals who are eligible for such complaints by reason of their work and leave others almost if not altogether out. (4) The details required in answering a complaint cannot possibly have the discriminating attention of a busy official, one who should judge the merits of errors. (5) The system allows no credit for constructive suggestions. (6) We believe the system psychologically wrong—it arouses the antagonism of the individual, rather than solicit his co-operation and desire for improvement.

The writer has in mind that a system dealing with a report on the duties of individuals in a department, their errors or omissions, and their constructive suggestions might be in order. But most important of all we believe such a report should be submitted by department or divisional heads, perhaps monthly, and the office manager will in turn submit a report covering the department heads themselves. Such a system would involve both office and sales force.

Any ideas you may have to offer will be gratefully received.

NO system of pointing out other people's mistakes will ever be popular with those who make the mistakes, in life or in business. The person who makes a mistake (in a business organization) is the only one who should be permitted to say how he would avoid a repetition of it. Reports of mistakes committed ought only be made by those responsible for them.

There is no business or personal efficiency system of any value unless it is built among other things, upon self-respect and a sense of responsibility. Treating salesmen and correspondents as if they were school children who have to be spied upon is a policy that went out of fashion with the quill pen.

Systems of catching errors and making reports of errors have the effect of putting a wrong emphasis upon the work of an individual or a department. The great idea today is business building, not error prevention. Many articles have been published in the PRINTERS' INK Publications on correspondence supervision and the handling of complaints which show the attitude of many successful concerns toward the subject referred to in our correspondent's letter.—[*Ed.* PRINTERS' INK.

Anthony Cavalli has joined the sales staff of the Metropolitan Advertising Company, New York.

Two target

Boston has been labeled "difficult" by unsuccessful advertisers. Successful advertisers merely change the label to "different." Boston is the country's fourth greatest market. Concentrated in an area with a fifteen-mile radius are nearly two million people. Many advertisers consider this great population as a unit. It isn't. Boston's population is divided into two groups—two targets, both of which must be hit.

Within both groups are to be found every condition and rank of Boston people—wealth and culture, bankers, lawyers, doctors, merchants, teachers, executives, salesmen, clerks and skilled and unskilled labor of all kinds. The difference, then, is not one of mass or class but the result of a process of evolution that is as old as the city itself, dividing its people into two groups according to origin, tradition, custom and environment without regard to rank or station. To be successful in Business Boston the advertiser must be governed by the divided status of its people.

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Avenue, New York, N.Y.
914 Peoples Gas Bldg.,
Chicago, Ill.

For six years the *Herald-Traveler* has been first in National Advertising, including all financial, automobile and publication advertising, among Boston newspapers.

Get a Genuine "Character" to Tell Your Story

Advertisers Are Using Real "Types" to Illustrate Their Campaigns and Give Their Advertising an Air of Sincerity

By W. Livingston Larned

THERE is a more important consideration in connection with the marked advance in character-portrayal in modern advertising than the mere fact that campaigns make quite a conspicuous feature of delineating types, drawn from everyday life. Fitting a certain character to the product and to an entire series of advertisements has become quite popular with a number of advertisers. Such characters may be standardized for a year or more and allowed to discuss the merits of the goods in their own vernacular. This trend is expressed to a great extent in trade and industrial journals as well as in all other forms of advertising.

"Who knows the most about your product?" is the query. "Permit whoever does know the most to impress its virtues on the public. People are more apt to believe and to respect what a veteran carpenter thinks of a certain brand of saw, than the opinion of a mere casual user."

Considerable study is now put into the selection of these characters as they specifically apply to the articles advertised. The modern "trade-mark character" is apt to be a photographic study of a quite genuine professional person, drawn from the ranks. This plan permits not only of interesting characterization, but also paves the way for wholesome, unaffected text.

An advertiser who was one of the first to adopt the idea has this to say on the subject: "We merely operated along common-sense lines. It was our experience that the prospect, when he wanted to buy something, went to an authority for an expression of opinion as to the merits of the article. He was less inclined to accept the advertiser's own story, or the loosely told recommendation of an average user, than to believe in the verbal reassurance of the professional type of mind identified with that specific product and its operation.

"The principle of the thing is surely not new, but advertisers have long neglected it, apparently, when illustrating and writing their campaigns. Just why do we use pictures in our advertising today,

WHAT THE "OLD GARDENER" SAYS IS SO OBVIOUSLY SINCERE THAT MOST READERS BELIEVE HIS EVERY WORD

to pick the winners!

try and the world is a characteristic of all A. B. P. papers!

AND BECAUSE

definite service to an industry is one of the basic requirements of A. B. P. membership.

The A. B. P. is a non-profit organization whose members are pledged to a working code in which the interests of the men of American industry, trade and professions are placed first — a code demanding unbiased editorial pages, classified and verified paid subscribers, and honest advertising of dependable products.

And that is why leading agents and successful advertisers are turning to A. B. P. papers for effective co-operation in the development of sales.

The Judges:

DAVID BEECROFT
Chairman
Vice-President of the Chilton Class Journal Company

DR. JULIUS KLEIN
Director of the Bureau of Foreign and Domestic Commerce, Dept. of Commerce of the United States

W. A. WOLFF
Former President, The National Industrial Advertisers' Association

W. M. RICHARDSON
of Barrows, Richardson & Alley, Chairman of the Business Paper Committee of the American Association of Advertising Agencies

JAMES W. BROWN
Publisher of Editor & Publisher and the Fourth Estate

The Winners:

SYDNEY A. HALE
Coal Age. An editorial, "No More Panaceas"

HERBERT L. SOUTHALL
Hardware and Metal (of Canada). An article, "Oil Companies Get $70,000 of Gasoline Tax Revenue and Now They Want More"

ELECTRIC RAILWAY JOURNAL
An editorial campaign "Modernizing an Industry Back to Prosperity"

PAPERS, Inc. 52 Vanderbilt Avenue New York, N. Y.

anyhow? To attract attention? Yes, but a far more profitable reason is that of establishing confidence in what we have to sell.

"It is a human trait to look for information to the person who has the most practical knowledge of a given subject. It may be homely advertising art but it is sensible. It gets back to the old-fashioned dependence we all place in the shopkeeper. A person may read much advertising on the subject of a certain product and then deliberately reserve decision until he discusses the matter with the grocer, the druggist or the jeweler.

"One of our lines sells to builders and is liberally advertised in trade magazines read by this class. Down in Alabama we found a shrewd and picturesque old builder who talked in epigrams and who knew everything there was to know on this one subject. His consent was secured to permit the use of posed character-photographs and much of the text for this campaign was his own phraseology, as told to our salesmen at various times. The campaign has been long continued and is a popular and profitable one."

The Pennsylvania lawn mower illustrations feature an "Old Gardener" and he is shown in many different poses and scenarios of action. He is no mere random model dressed up for the purpose, but a seasoned veteran, rugged in character and looking as if he knew all there is to know on the subject of lawn mowers.

"I never saw a lawn mower price tag yet," he observes shrewdly in one advertisement, "that showed the cost of keeping the mower running and the blades cutting, or that said how long the mower would last." He smiles as he pushes a Pennsylvania lawn mower and there is every reason to believe that what he recommends must be about right.

In Grinnell industrial journal campaigns of recent years, pipe fittings copy has been accompanied by a series of character studies

A NUMBER OF BUSINESS-PAPER ADVERTISERS ARE USING INTERESTING CHARACTERS IN THEIR ADVERTISING

of a peculiarly likable "Old Timer," a master fitter, and looking every inch the professional at that sort of work. He is costumed to fit the part, and there is nothing fancy about him. He has a fine sense of humor, too. To follow this chap through a series of advertisements and to hear him discuss pipe fittings in general and the Grinnell kind in detail is to believe in the campaign and the product it exploits.

There has appeared this year a series of advertisements in business papers of the oil industry

which features an oil well country superintendent. He isn't pretty to look at and his clothes are uncouth, but as you peer through the smoke from his corn-cob pipe you realize that he has been at this one job all his life and there is little he does not know about oil wells. His is the most acute type of professional concentration. As a consequence, the campaign carries a distinct atmosphere of sincerity. Someone is talking who knows what's what. The text is worth "listening to" because it comes from a dependable source.

I am greatly interested in home gardening. To putter around with a small, suburban truck patch is one of my hobbies. But I always have been suspicious of the packet seeds sold in hardware stores and florists' shops. Are they really fertile? Do they mean quality products? Through the mail less than a week ago came a booklet in colors from one of the seed houses with national packet distribution. It was not an effort to sell direct but to stimulate dealer trade.

That booklet "sold" me in a single evening. The cover carries a picture, photographically produced, of a real, old-style farmer. He was in a pose to suggest he was ready to "talk things over" intimately. Inside the booklet he did just that. The subject was packet seeds. He was visualized and brought to life on almost every page. Some of the pictures were of him on his own farm and tending his own successful crops. I have every reason to believe that the character study was genuine, not professionally posed for the purpose.

A farmer should know about garden truck and seeds and methods of growing. This old chap told how he had purchased a dozen assorted packs of seeds and planted them, "just to see what would happen." The result of his experiment made interesting reading. I believed every word he said and respected the message because it came from someone who ought to know.

PRINCE ALBERT IS USING PORTRAITS OF REAL PEOPLE IN ITS MAGAZINE ADVERTISING

Fit the character to the product. Why use irrelevant types when men and women are available whose story means a great deal? Since there is so much photographic characterization these days, it would appear good business to turn sharply away from models who fail to carry conviction because they do not always "look the part," and go to bed-rock for realism. If you want a farmer, find a farmer, and a representative one at that, who is in complete accord with your product and the things you desire said of it.

Advertising characters, trade-

marked, are less popular today, by far, than they were, for the simple reason that advertisers are discovering there is more interest and value in advertising types of a totally different sort, people drawn from real life and from the professions. Repeated throughout a campaign, they eventually become just as serviceable as was the less relevant trade-mark figure of the former régime.

In several campaigns for architectural and building publications, James B. Clow & Sons, manufacturers of plumbing fixtures, make much of a "typical plumber." He has been substituted for pictures of delighted housewives and tickled-pink home-owners. The presence of this old-line expert in the advertising adds immeasurably to it. The experienced plumber is not to be fooled.

A friend, purchasing locks for a number of household purposes, asked for a certain make, and my curiosity got the better of me. Here was an opportunity to test out advertising's effect on the average individual, if advertising was actuating him.

"Of all the makes of locks on the market," I asked, "how is it you happen to be so definitely insistent on this one brand?"

"I'll tell you," was the answer. "I have been reading the advertising of the company for almost a year. It always shows policemen in its advertisements. Sometimes these cops have stories to tell of lock-picking and the like. From all I can gather, here is one lock the burglar can't pick. At least it's the best made, in the opinion of men who ought to know."

There you have it: "Men who ought to know." Here was a consumer who went to headquarters for his information regarding a product. He respected the opinion of policemen who were in daily contact with locks and crooks, house-breaking and the rest.

One of the most effective magazine campaigns of recent years for ordinary saws used serially a character study of a carpenter. And what a type he was! He seemed to be the symbol of all the better carpenters in the country. Know-how was stamped on his face. And how he could handle that saw, by the way! He put it through all sorts of tests familiar to him, although not known to the average person.

Anybody who wanted a saw would do well, I imagine, to select the saw which this old veteran used and was so enthusiastic about. There was salesmanship in him always, and in what he had to say on the subject of saws.

The illustrations that the R. J. Reynolds Tobacco Company is using in its 1928 Prince Albert general magazine series are of real, honest-to-goodness men. These men are all "types"; people that you and I know. It is very apparent from the expressions on their faces that they are getting a great deal of enjoyment out of smoking Prince Albert. And when they tell about their choice of "P. A." they are so sincere that the text is most convincing.

One of these character studies is of a man well past middle age who would be a good friend to have. He looks as though he had learned to take life as it comes and to get pleasure out of little things—such as smoking P. A.

"P. A. hits me right where I live," he says in a friendly way and then continues:

> Come to think of it, I've been smoking Prince Albert for so many years, I couldn't say just *when* I started. P. A. is as much a part of my day as a good breakfast. I'd as lief go without one as the other. Open a tidy red tin and you'll know how I get that way.
>
> Fragrant, I hope to tell you. Then you chute a load into your old pipe and apply the match. Cool as a landlord demanding the rent. Sweet as the proof that you've already paid. Mellow and mild and long-burning . . . it seems like you never *could* get enough of such tobacco.

Every profession is now being represented in modern advertising. The character studies, whether photographic or original drawings, seem to have been taken from life and from these professions. There is less artificiality, less studio posing of actors, with a little time off, who are perfectly willing to act the part of anything from a logger to a chef.

ANALYZE *But* Do the

ONE of the sanest—*surest* trends in present day industrial advertising is toward greater market analysis. So-called "blue sky advertising" is on the wane. The progressive industrial advertiser, today, considers precise "range-finding" activities one of his most valuable prerogatives. His whole advertising plan is geared accordingly.

Study your markets by all means—but *dig deep.* Avoid anything that smacks of a "blanket industrial analysis." Take the textile industry. Here is a whale of a

Blasting Away the Rock on Which Joint Campaigns Founder

How the American Face Brick Association Helps Each Member Share in Advertising's Dividends

By D. M. Hubbard

IF there is one rock on which co-operative advertising projects, proposed and actual, have foundered it is the conviction that the advertising would or did benefit only a few of those who made it possible. If any single detail has perplexed trade association officials and advertising agencies, it is the tremendous detail of creating advertising that will convince each contributor that he is sharing in it in proportion to his contribution.

In its color advertising this spring, the American Face Brick Association is giving an interesting demonstration of how this problem of benefiting all the elements that support a co-operative project may be met. What the association is doing is not complicated or difficult to grasp. On the contrary it is so simple that the industry is wondering how it could possibly have avoided stumbling on and utilizing the idea before.

To go back a bit, let me point out that the Face Brick Association is not an advertising novice. It has more than 100 members whose plants produce about one-half of the country's face brick. These manufacturers have been advertising continuously on a co-operative basis for some eight or nine years. Since about 1880 they have been producing specially selected face brick in a bewildering variety of color tones and textures.

Thus it was no more than natural that when the Face Brick Association began to advertise it turned to color advertising. To have ignored color in advertising a product which itself was the embodiment of color would have seemed unpardonable. Yet the first ventures into color advertising proved anything but satisfactory. Before long, the association's advertising committee decided that since no one could devise a way for showing in colors the full range of face brick manufactured by the association's members, the campaign would, in the future, appear in black and white.

THIS PANEL SOLVED THE PROBLEM THAT PREVENTED THE USE OF COLOR IN THE ASSOCIATION'S ADVERTISING

Advertisingly speaking, then, face brick entered an era of competition with other building materials unable to use the element which it needed more than any other. A skilful pen and ink rendering of a house built of face brick is far from satisfactory. A well-composed photograph of the same house is adequate, but no argument is required to convince almost anyone of the colored illustration's stronger appeal. Nevertheless, the association stuck to photographs and line drawings and worked overtime to turn out copy that would overcome the lack of color. The advertising appeared in a growing list of women's, general, and building publications. The advertising always offered booklets compiled by the association, usually at a nominal charge to the prospect.

BENEFICIAL, BUT IT MIGHT HAVE BEEN BETTER

"Because the man interested in building or buying a house will read everything he can find in print relating to that subject, this advertising was productive," says R. D. Hollowell, secretary-treasurer of the American Face Brick Association. "Our modest appropriation stretched much farther in black and white than it would have in color and there is no gainsaying it produced results. Hundreds of thousands of inquiries for our various booklets accompanied with the money to pay for them poured into our offices. But the prospect simply had to visualize the colors he could get in face brick. We gave him the best we could in black and white illustrations, floor plans and word pictures. Apparently his imagination was equal to the strain we imposed on it.

"Nevertheless, we knew all the time we were not doing the job we should be doing for face brick. Our manufacturers know that to show a house of face brick adequately you should use color. All of them wanted color; but if we showed a buff brick house the manufacturers of reds and all the other shades felt they were being neglected. Due to the differences in the chemical composition of clay deposits and different methods of burning, face brick is a highly individualized product. This, together with the fact that architects are always looking for something different, has developed a situation where each producer has something exclusive to offer.

"Remembering these various points, it hardly needs to be said that we were ready and eager to listen when an artist looking for commissions from us told me he had an idea that would let us show in colors all that our industry had to sell in a manner to which no manufacturer or group of our manufacturers could take exception. His idea was startling in its simplicity. It was to use a panel illustration of all kinds of face brick in each advertisement. Here the full range of colors and textures with a wide variety of mortar joints and bonds could be reproduced. The insertion of the illustration of a house built of face brick gives a finished air to the panel."

In the current face brick advertising, appearing in a list of periodicals, about one-third of the space of each page is devoted to this panel. Starting at the top, the lighter colored kinds of face brick are shown with the colors blending down through the reds and browns to the purple and gun metal varieties, so that the reader gets, even in a hasty glance, a fairly comprehensive idea of what the term "face brick" may include.

There are three ways to get individuality in a wall of face brick. One relates to color and texture in the brick itself. Another is in the mortar joint and here color enters the picture again, since almost one-seventh of a wall is mortar. It has been proved time and again that the poorly chosen color for the mortar joint can destroy the beauty of the brick. On the other hand, if it is properly chosen, the mortar will bring out the fine shades and tones of the brick in a way to enhance its natural beauty. Accordingly in the panel a wide range of mortar colors is shown. The third way of securing variety in the brick wall has to do with

For Executives who don't Shy at Figures in the Millions

Authoritative reports on selling to hotels and restaurants —the main divisions of the Institutional Market group.

How to sell anything from Foods to Building Materials.

For those who want reliable market facts—but do not shy at figures that run into the millions.

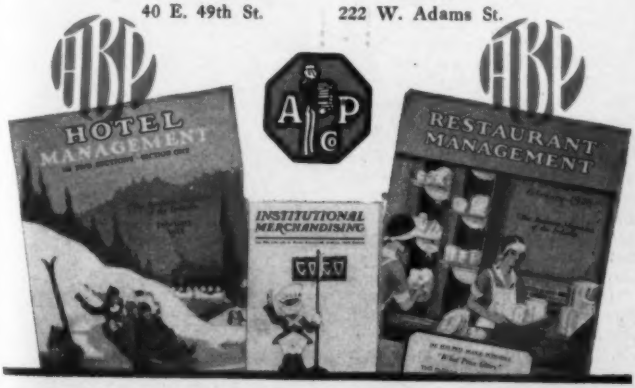
Merely name your product. No cost or obligation to sales or advertising executives. Address nearer office.

AHRENS PUBLISHING COMPANY, Inc.

Member of ABP, ABC, NPA

New York
40 E. 49th St.

Chicago
222 W. Adams St.



patterns obtained by several different ways of laying the brick. The panel gives a hint of some of the simple bonds that the builder may choose.

Thus, where the association in its advertising heretofore has been able to show only one kind of face brick in a single advertisement, it now pictures the products of practically all of its members in color in each piece of copy. Where it was felt an incomplete job was being done, the individual members now feel that the association's advertising is at last on a give-and-take basis with as much emphasis on the take as on the give.

It has been said of the face brick industry that it is chronically production-minded and hence backward in its merchandising achievement. Applied to some individual manufacturers, that criticism carries some weight. Directed at that part of the industry organized as the American Face Brick Association it is particularly inept. As evidence of that assertion let it be recalled that the association has been advertising steadily since 1919, although unable to use color, the element most desired.

It is difficult for the individual manufacturer to do much in the way of national advertising, for the reason that his selling radius is prescribed definitely by freight rates. He must count on the association to get the story of face brick to the man who is beginning to think about building or buying a house ready made. Now that he believes the association is telling that story in a way that gives his particular individual business a bigger dividend he is more inclined to advertise on his own account.

At least one producer, the Western Brick Company, operating only in Illinois, Indiana, Wisconsin and Michigan, has made a start with a newspaper campaign in its territory. This company is also using color pages in one or two national magazines for prestige reasons and to hook up with the association's new color schedule. Although it sells most of its output in Eastern States, the Hanley Company is doing much the same thing in national mediums.

Where association members formerly felt the lack of fidelity in the early color advertising and later of the inadequacy of black and white, they now believe face brick is being advertised as it should be. Face brick is at last being identified, they feel, in a way that precludes any likelihood of confusion with other materials. Their co-operative campaign is driving ahead now on a following program which is mutual in fact as well as name.

Death of Charles W. Brown

Captain Charles W. Brown, president of the Pittsburgh Plate Glass Company, Pittsburgh, died at that city, March 6, in his seventieth year. After spending the early part of his life on the sea, he retired from ocean trade in 1886 and settled in Minneapolis where he engaged in the stained glass business under the firm name of Brown & Haywood.

When this business was absorbed by the Pittsburgh Plate Glass Company, he became Northwest manager of the Pittsburgh company and in 1889 was advanced to the position of secretary. In 1898 he joined the Pittsburgh headquarters of the company and in 1905 was elected vice-president and chairman of the commercial division. He was made president in 1916.

Captain Brown also served as president of the National Glass Jobbers' Association of the United States for two years. The title of captain which he earned when he commanded trading vessels in his years at sea, remained with him in his later business life.

New Accounts for Fuller & Smith

The Youngstown Pressed Steel Company, Warren, Ohio, pressed steel products and fireproof building materials, has appointed Fuller & Smith, Cleveland advertising agency, to direct its advertising account.

Maison Charme, Inc., Cleveland, Le Pirro line of milk-creamed cosmetics, has also placed its advertising account with this agency.

A. L. Carmical with Critchfield Agency

Andrew L. Carmical has joined the copy department of Critchfield & Company, Chicago advertising agency. He formerly had been promotion manager of the Chicago *American* and, until recently, had been with the Chicago *Herald and Examiner* in a similar capacity.

1928

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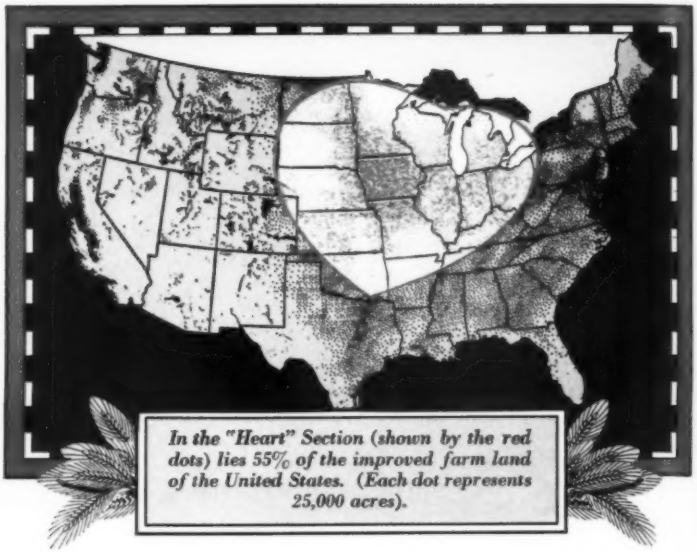
With mountains East and mountains West where else but on the great fertile Western prairie-plateau could our nation's food be grown?

LEADERSHIP--

WHERE THE FARMER IS REALLY A LEADER



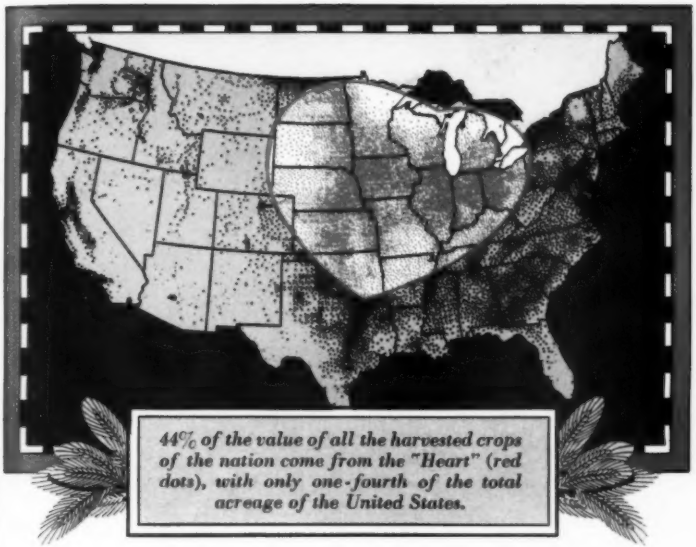
In the "Heart" Section (shown by the red dots) lies 55% of the improved farm land of the United States. (Each dot represents 25,000 acres).

THIRTY-SIX per cent of all the farmers in the United States live in the thirteen "Heart" States.

They own 55% of all the nation's farm building valuation, 53% of all farm implements and machinery valuation, 49% of all farm-owned automobiles, 63% of all farm-owned tractors, and 61% of all farm-owned telephones.

They produce 65% of the nation's farm wealth in grain crops. They milk nearly twice as many cows per farm as the national average.

In these thirteen "Heart" States Successful Farming has 77% of its 1,022,048 circulation.

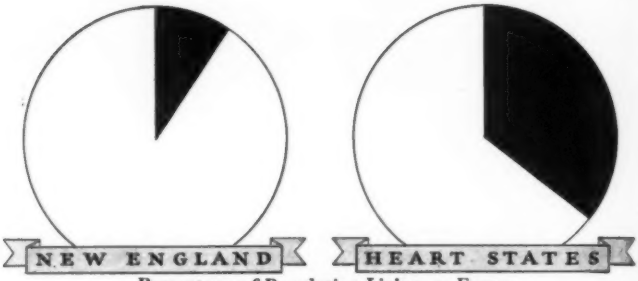


44% of the value of all the harvested crops of the nation come from the "Heart" (red dots), with only one-fourth of the total acreage of the United States.

IT is the favorite of *leading* farmers of this leading section because editorially it deals strictly and solely with the problems of farming and the farm home of the "Heart" States.

Successful Farming publishes no articles that do not deal specifically with the job of running profitably a "Heart" Section farm or a "Heart" Section farm home.

Much of its editorial material comes from subscribers who, on their own farms in the "Heart" States have made the tests and lived the experiences upon which their articles are based. That is why farmers in the "Heart" read Successful Farming so faithfully. It is practical



Percentage of Population Living on Farms

—for the "Heart" farmer.

You can buy larger national farm paper circulation than Successful Farming offers. You cannot buy anywhere so great influence in the section where farming is a real business, and where farm incomes and farm buying power are greatest.

IF you apply the principle upon which most modern merchandising is being conducted—that of reaching *first* the largest and wealthiest markets in any field —you *must* buy Successful Farming as the leading farm paper. It cannot be given any other position on any farm paper list because it serves best the section where farming is a leading industry and the farmer himself a leader.

MORE THAN A MILLION CIRCULATION

Successful Farming

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Cut Prices Reduce the Manufacturer's Assets, Mr. Kelly

A Manufacturer Replies to the Article by D. F. Kelly, of The Fair, Chicago, in "Printers' Ink" for January 26

By F. O. Moburg

President, The Rex Companies

CHOICE is the preliminary step to every sale. Consequently in every successful merchandising plan there must be some selective quality, condition or circumstance that will definitely and favorably influence public choice. It is this particular element of selectivity that makes one article preferred more than others, one store preferred to another.

Just what these various elements of selectivity are depend, like everything else, on your product and competitive conditions in the market. How well they are known depends on your advertising. Some of these selective qualities are symbolized by peculiarly individual characteristics; "it floats," "cleanly fragrance," "hard milled," "quicker cooked," "dries instantly," "hasn't scratched yet." These suggestive phrases quickly will recall particular selective qualities—at least, emphasizing some one of them to advantage. It may be quality, service, beauty, convenience, or one of many things.

But there is another point of selectivity which is represented by "buy here for less," "cut-rate," "lower prices," etc.—price consideration. And it appears that there is a growing common tendency of certain retail establishments to make "cut prices" their method for influencing selectivity. Indeed, they admittedly make price appeal on standard products the reason, as it were, for their continuance, if not their existence.

"Cut price" is their business—to a certain extent it is not their business. When they cut the price they ignore or disregard the fact that "cut price" on trade-marked products depreciates the values resulting from the manufacturer's investment in national advertising. It puts the product in a false price classification. That reduces the manufacturer's assets. Doesn't it seem to be going a bit too far for these stores to suggest a larger margin of profit on advertised products, because they cut the price and as a direct result don't make enough to suit them?

Yet that is the unmistakable argument so very interestingly presented by Mr. Kelly, of The Fair, Chicago.

Those familiar with the merchandising methods of some department stores, chain stores and mail-order houses, know it is the custom to advertise as leaders, standard advertised trade-marked drug specialties, at a cut price, thereby disregarding good-will values which are real assets of the manufacturer.

This cut price is expected to convey the impression of large value—a lot for the money. And by association and suggestion to obtain the same impression for other articles in the store or set out in a catalog.

The real practical purpose is to use the cut price on these standard, advertised, trade-marked specialties as a bait, to get prospects to put an item down on an order sheet, or get them inside of the store. If that can be done, they will trust the salesman to sell higher-priced articles which do not carry a reduction proportionate to that of the low-priced standard drug specialty used to stimulate action.

That is perfectly obvious. Everybody knows it. But as it ultimately has a direct bearing on the question of additional profits for the purpose of profitable price reductions, let's simplify it like this:

Isn't the price of Listerine (mentioned by Mr. Kelly) reduced to 79 cents with the hope that when

the lady comes in for her Listerine the store may sell her some fancy "step-ins" for $6.95? The regular price of "step-ins" being $7.

Or if the prospective purchaser of the 79-cent bottle of Listerine is a male, isn't Listerine marked down with the hope that he may buy a razor blade stropper for $4.85, or a new brown derby for $6.39? The regular price on the stropper being $5 and this particular style of brown derby selling elsewhere for $6.

If Listerine or any other advertised trade-marked drug specialty actually does that, it surely renders the store such a great service that further lowering of prices would be unthinkable.

My own feeling is that cutting the price on standard specialties in the retail market doesn't increase the sales of that particular item by 1 per cent. Cut price does not create consumers' desire for the product. (There are figures on that somewhere. I have seen them or heard them, but I can't put my fingers on them just now).

Anyone ever engaged in the retail business knows there are goods people buy as needed and goods the dealer must sell. And when you consider that the season, character, purpose and price of various products involve entirely different mental processes to complete a sale, may one not seriously question the saneness and effectiveness of advertising a trade-marked drug specialty as a price cutting bait?

But even if it were effective, should the dealer ask for a further margin of profit?

From the manufacturer's point of view, a standard, trade-marked, advertised article should yield a fair profit to all dealers. That is a condition for which the manufacturer seriously strove when he considered manufacturing costs. A fair profit to all was what he sought to achieve when he put his advertising on a national rather than a local or sectional basis.

So naturally enough, when the question comes up, he cannot help but ask: "Why yield a larger margin of profit to those retailers who cut the price to make a football of your product?"

Wouldn't it be more logical, not to say much better merchandising, for the manufacturer to give added profits, if any, to those who maintain prices? Price standardization being to him not alone profit insurance for everyone, but contributing to that equilibrium of general business upon which general prosperity rests.

Does Mr. Kelly truly believe that cut price is the most effective way to build up a business permanently?

Aren't there selective qualities in a store that when advertised would increase popular patronage other than that of "cut price?"

If Mr. Kelly were an independent manufacturer of an advertised trade-marked product, would he give an additional margin of profit?

And if he would, why—and how?

C. F. Moss with Inland Newspaper Representatives

Curtis F. Moss has been appointed secretary and research manager of Inland Newspaper Representatives, Inc., publishers' representative. He formerly was systems analyst of the Remington-Rand Business Service, Inc., New York.

L. H. Collins Advanced by Friedman-Shelby

Lucien H. Collins, for the last eight years assistant to Bert Barnett, advertising manager of the Friedman-Shelby Branch of the International Shoe Company, St. Louis, has been appointed advertising manager, succeeding Mr. Barnett who has resigned.

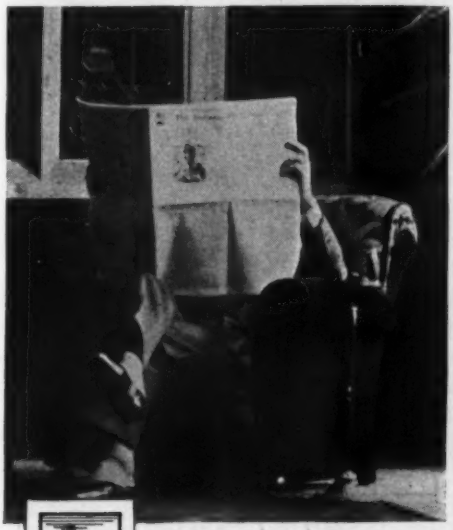
Boat Account for Seattle Agency

The Lake Union Dry Dock Company, Seattle, Wash., has appointed Tom Jones Parry, advertising agency of that city, to direct a Pacific Coast advertising campaign on its stock cruiser, the "Dream Boat."

G. A. Jones with Omaha Agency

George A. Jones has joined the copy staff of The Stanley H. Jack Company, Omaha, Nebr., advertising agency. He was formerly with the advertising department of the Evinrude Motor Company, Milwaukee.

. . . Who Reads The Indianapolis Times?



SCRIPPS-HOWARD

A MEMBER of one of the two leading exclusive clubs in Indianapolis, and an advertiser of much experience, tells us that his club runs out of its supply of the Times each noon, while the piles of the other papers are undepleted. Here is added proof that the worthwhile citizens of the Hoosier Capital appreciate the quick, concentrated way in which the Indianapolis Times handles the news.

The Times Market

OVER 65,000 FAMILIES

most of whom read ONLY the Times

TO COVER INDIANAPOLIS YOU *MUST* USE THE TIMES

Neither Are These Reports Dry as Dust

THERE is a growing tendency among advertisers to make the most of the copy possibilities inherent in their annual reports. This fact is evidenced in the communications which PRINTERS' INK has received since the publication of "This Annual Report Isn't Dry as Dust," in the February 16 issue.

That article described how The Minnesota Mutual Life Insurance Company made its annual report the subject of a full-page newspaper advertisement which included photographs of its sixteen officers and trustees. Several other insurance advertisers have followed a somewhat similar plan. Another example is submitted by Roger M. Andrews, publisher of the Detroit *Times*. It concerns an advertisement of the Sun Life Assurance Company of Canada which appeared in a large number of newspapers during the month of February.

Under the caption of "A Tower of Strength" is given pertinent figures from the company's 1927 report. Pictorially, the layout carries out the theme of the caption with a photograph showing the facade of the company's home building. As the company is a Canadian enterprise, the report carefully defines the measures of protection which provide for the safety of policyholders in the United States in the statement that it "actually maintains on deposit with United States Trustees approved securities in excess of its net liability to American policyholders."

Extracts from the directors' report explain the company's operations for the year 1927, its investment policy, amounts of deductions made for contingencies and the reasons therefor.

From Birmingham, Ala., comes another example of the effort to make annual reports of interest to the average reader who does not pay much attention to financial statements. The Southern advertiser is the Protective Life Insurance Company and its report was advertised in newspapers and business papers. The style followed is somewhat similar to that of the Corn Exchange Bank of New York.

Instead of accounting terms, each item in the report is explained in narrative form. "Reserves on policies," for instance, is not as clear to the uninitiated as this detailed and comprehending notation which is representative of the style followed by the Protective company:

We have set aside, as required by law, reserves sufficient to meet all policy obligations as they may become due by death, maturity, surrender, or total and permanent disability. These reserves are secured by the deposit of approved securities, with the State Treasurer, amounting to $4,737,528.12.

While, for the most part, insurance advertisers are setting the lead in intelligible presentations of annual reports, their initiative should recommend itself to advertisers in other fields. Where a concern is an important factor in the economic life of a community, employing a large number of workers, a careful copy presentation of its progress for the year should stimulate community pride, and a better understanding of the management of the business, with resultant good-will for the advertiser.

James M. Riddle Company to Change Name

The James M. Riddle Company, farm paper representative, Chicago, will change its name, effective April 1, to the Riddle & Young Company. No change in organization or personnel is involved. Frank O. Young has for many years been vice-president in charge of the New York office of this company.

C. W. Matheson Joins Chrysler Corporation

Charles W. Matheson, vice-president and director of sales of Kelvinator Corporation, Inc., has resigned to join the Chrysler Corporation, also of that city, in an executive capacity. He was formerly vice-president and director of sales of the Oakland Motor Car Company. At one time he was in charge of sales for Dodge Brothers.

Auburn, Buick, Cadillac, CHANDLER, Chevrolet, Chrysler, Dodge, Falcon-Knight, Fisher Bodies, Franklin, GARDNER, General Motors, Hudson-Essex, Hupmobile, Jordan, Kissel, Lincoln, Marmon, Moon, Nash, Packard, Oldsmobile, Overland, Packard, Graham-Paige, Peerless, Pierce-Arrow, Pontiac, Reo, Rolls-Royce, Star, STEARNS-KNIGHT, Studebaker, Stutz, VELIE, Whippet, Willys-Knight, COMPOSITE, HOUSEKEEPER, LADIES' HOME JOURNAL, Pictorial Review, Saturday Evening Post, SMART SET.

AMERICAN VITROLITE CO., Copper Brass Research Assn., HOFFMAN HEATER, INDUSTRIAL FURNACES, INSULITE, LOAD STABILIZER, MAGNESITE, PITTSBURGH PLATE GLASS, ROGERS INDUSTRIES, Sears-Roebuck, SHEETROCK, STEEL DOOR, WILLIAMS CO., TRUSCON STEEL CO.

AMRAD NEUTRODYNE, BALKITE RADIO POWER UNITS, BURGESS BATTERIES, Cunningham Tubes, Eveready Batteries, FEDERAL, ORTHOSONIC RADIO, FRENCH BATTERY, KING RADIO, KOLSTER RADIO, Philco Radio, RADIOLA, SPARTON RADIO, Stromberg-Carlson Laboratories, Stromberg-Carlson, SYLVANIA, TRIMM, TRIPLE-DRY, TUNGSTAR, Westinghouse, ZENITH BATTERY, ZENITH BATTERY.

Anheuser-Busch Beverages, Malt, MOLLOS STAR HAM, ASSORTED STAR SNACKERS, AUNT JEMIMA FOOD PRODUCTS, BAKER'S CHOCOLATE, BEECH-NUT PRODUCTS, Blatz Malt Syrup, BLUE VALLEY BUTTER, BORDEN'S [illegible] CHOCOLATE, CARNATION MILK, California Prune [illegible], Dry [illegible], FRENCH'S [illegible], GOLD MEDAL FLOUR, Horlick's Malted Milk, Swansdown, Institute of American Meat Packers, Ivanhoe Mayonnaise, Kellogg's All-Bran, Kellogg's Corn Flakes, KELLOGG'S PEP, LIBBY'S APPLE BUTTER, LIBBY'S PICKLES, LIPTON'S TEA, Manna Crackers, Mother's [illegible], MAYFAIR CLAM JUICE, MAZOLA OIL, MOUNTAIN VALLEY GINGER ALE, [illegible] MILK CHOCOLATE, NUNNALLY'S CANDIES, Post Toasties, Post's Wheat [illegible], [illegible] TEA, SUNSHINE [illegible], MAXWELL HOUSE, WASHINGTON [illegible], ACME BRASS [illegible], ARMSTRONG'S LINOLEUM, COLONIAL SALES CORPORATION, DE LUXE BED SPRINGS, FOSTER BED SPRINGS, GOLD SEAL LINOLEUM, [illegible] PORTEX [illegible], REYNOLD-WAKEFIELD, JOHNSON'S WAX, Sealmaster, PERFECTION STOVE CO., SCRANTON [illegible], Simmon's Beds-Springs-Mattresses, Smith and Davis Beds and Springs

Bayer's Aspirin, Caldwell's Syrup of Pepsin, Castoria, [illegible], Dean's Kidney Pills, Edward's Olive Tablets, Father John's Medicine, Fellows' Hypophosphites, Musterole, NUJOL, OLD [illegible] Phillip's Milk of Magnesia, Lydia E. Pinkham, PLATO WAFERS, [illegible], Resinol, S.S.S., [illegible] Emulsion.

[illegible] PERFECT UNDERWEAR, UOFO UNDERWEAR, HANES UNDERWEAR, HARTSHAFFNER-MARX, INTER-WOVEN SOCKS, PARIS GARTERS, KAUFMAN HATS, VAN HEUSEN COLLARS

HOLLAND PENS, PARKER PENS, ROYAL TYPEWRITER, [illegible] SMITH CO., WATERMAN PENS, [illegible] Cut Plug, La Fendrich, LA PALOMA, Manuel Lucky Strikes, Old [illegible] Prince [illegible], Robertson's, [illegible], Wm. Penn Cigar

Exclusive accounts set in capital letters. Exceptions, R.C.A.; S.S.S

541 National Advertisers Display in Columbus Dispatch Exclusively in 1927

59 National Advertisers Display in other Columbus evening paper exclusively in 1927

Keep that in mind when you are ready for the Great Central Ohio Market.

Here We Have a Map of Business Conditions

ONE kind of shading means business is good—another kind indicates that business is rotten.

Unfortunately, maps of this kind either mean very little or merely record interesting history.

What most of us want to know is whether business is going to be good—or bad—next month or six months from now. Then we can do something about it.

Unfortunately, we can't show you that map. But one thing we can do —we can give and do give the manufacturer selling pressure wherever business can be gotten. The complete coverage of GOOD HARDWARE takes care of that.

No matter how business conditions vary, the advertiser in GOOD HARDWARE *knows* that his message is going to every hardware dealer—every hardware jobber—every month —in every territory where there is business to be had.

No other hardware publication can do this kind of a job because only GOOD HARDWARE has this complete coverage. And this intensive effort costs less per thousand—much less—than you have to pay in any other publication for spotty distribution.

TRADE DIVISION
THE BUTTERICK PUBLISHING COMPANY
79 Madison Avenue, New York City

The Ingredients of a Successful House Magazine

Make It Interesting and Publish It Regularly—a Good General Rule to Follow

By James M. Segl

THIS matter of making house magazines profitable investments is not a difficult task when it is analyzed.

First of all the experience of hundreds of business firms has proved that house magazines are decidedly profitable when they reach customers and prospects regularly and are properly edited to interest these readers.

The greater the care taken in planning the house magazine the greater its success will be. After the purpose of the house magazine has been clearly defined its task definitely outlined (whether this be to produce new sales, to keep customers buying, or to carry educational news of the product or service to its readers) it is comparatively easy to proceed with the planning.

The first requisite is that the house magazine reach customers or prospects, according to its purpose. You are going to invest a definite sum of money on each name on the mailing list. Any firm or person not worth this annual investment, which may be anywhere from 50 cents to $5, should certainly be taken off the list. It may take time and effort to check the list until every name represents a real prospect or customer, but the finest house magazine printed is absolutely wasted when mailed to people who cannot use your merchandise or service.

Next comes the word "regularly." An interesting house magazine reaching customers and prospects regularly will produce results just as surely as water dripping on a rock will wear it away. If, then, "regularly" is so essential, let's take steps to guarantee regularity. Make one man, who has the ability and time, responsible for having all copy in hand by a definite date each month. When he turns it over to the printer make the printer produce both proofs and the finished results on a dated schedule. Any printer will co-operate with you by helping to get up a monthly time schedule which will be practical and will assure the house magazine's being mailed regularly.

Now our guide post says this house magazine must be "properly edited to interest these readers." This is the hardest part of the task. But here again a little sensible analysis will lead us correctly.

People are interested in advertising first through the eye. Select a printer who can give you eye-attracting typography. Set up your budget to include illustrations and color printing if possible. A second color properly used is one of the most effective means of making a house magazine attractive and directing attention to important features. With these ingredients the capable printer can produce a magazine which will interest readers by inviting their eyes to read the message. Then it is up to the message to develop this attention into interest, desire, and action.

To do this, let's first consider the readers. They are, if the previous principles outlined have been followed, customers or prospects, for your merchandise or service. If they buy or can use your product they do so for some purpose. Here, then, is the clue to making your magazine interesting.

What do your salesmen say to interest people in and sell your product? Do they talk of new uses, quality of material, new styles or models, methods of manufacture, savings of time or labor or money? Whatever it is, it should be told and illustrated in the house magazine.

It is best to talk to several cus-

tomers or prospects and see what information is important and interesting to them. This will prevent your wasting effort publishing facts which may seem vitally important to you, but do not appeal to the customer or influence him in his decision to buy.

After thoroughly studying this matter, sit down and make out a date schedule to insure regularity of publication.

For example, when the Overbrook National Bank of Philadelphia started its house magazine it was decided each issue should contain the following features:

1. A signed article of timely interest written by someone known to the readers.
2. Editorial on some phase of neighborhood business or activity.
3. Business news items from all parts of the territory covered.
4. Illustrated write-up of one prominent local business man.
5. Instructive article to help readers increase their business or profits.
6. Description of some service rendered by the bank.
7. Brief inspirational editorial signed by president of bank.
8. Section of humorous and philosophical remarks.

With the publication and contents of the house magazine carefully scheduled as outlined we have all the ingredients of success but one—the editor. Select him carefully for his knowledge of the people you sell to, and of your merchandise.

House magazines have proved their ability to accomplish such parts of the selling tasks as the following:

Educating people to the proper and wider use of a product or service.

Selling customers on the policies and service of the firm.

Holding customers against competition in sales effort.

Keeping contact between salesmen's calls.

Reaching into territory not covered by salesmen.

Selling more items of the line to more customers.

Wearing away the sales resistance of hard-to-sell prospects.

One more suggestion: Make your magazine of a size which can be read without taking too much time. The four- or eight-page bulletin type of house magazine has been found to be quite successful in many fields.

The size of most house magazines is determined by the volume of *interesting* material available. It is best, as a rule, to stick to one size, but "padding" should seldom if ever be used.

Philco Battery Appointments

The Gundlach Advertising Company, Chicago, is now directing the newspaper, magazine, trade-paper advertising, etc., of the Philadelphia Storage Battery Company, Philadelphia, manufacturer of Philco batteries, and radio socket power equipment.

The radio advertising of the Philadelphia Storage Battery Company is now being handled by Erwin, Wasey & Company, New York.

Charles E. Miller Incorporates Business

The business conducted at New York for twelve years by Charles E. Miller has been incorporated under the name of Charles E. Miller, Publishers' Representative, Inc. Officers of the company are: Mr. Miller, president; E. Y. Miller, vice-president, and Albert E. Delgado, secretary.

Cosmetics Account for Griffin, Johnson & Mann

Lucille Buhl, Inc., New York, manufacturer of Lucille Buhl beauty preparations, has appointed Griffin, Johnson & Mann, Inc., advertising agency, also of New York, to direct its advertising account. Newspaper and radio advertising will be used.

New Account for Alfred J. Silberstein

The Ponsell Floor Machine Company, New York, has placed its advertising account with Alfred J. Silberstein, Inc., New York advertising agency. Magazines and newspaper magazine sections will be used.

Powers & Stone Appointed

Powers & Stone, Inc., publishers' representative, has been appointed to represent the Litchfield, Ill., *News-Herald* in the national advertising field. This paper was recently purchased by C. M. and Marc Atkinson, formerly of the Hibbing, Minn., *News*.

Walter Dexter Joins "Motor"

Walter Dexter has joined the Chicago office of *Motor*, New York. For the last eight years he has represented The Chilton Class Journal Company in the Western territory.

No Secrets — the Secret of Our Success

R. S. MAYNARD—ADVERTISING
SYDNEY, AUSTRALIA

Editor of PRINTERS' INK:

It must be some twenty years since I began to read PRINTERS' INK, but I seem to appreciate it more every year. Your ability to get advertisers to tell of their successes and failures is remarkable. Our people guard their plans as closely as if they were international secrets. I do it myself. It is a national trait, a form of shyness.

R. S. MAYNARD.

PRINTERS' INK is pleased to receive the compliment extended in the communication from our Australian subscriber.

The American business executive, however, is really responsible for the articles that appear in the columns of PRINTERS' INK and PRINTERS' INK MONTHLY. He has a broad and open mind when it comes to passing successful sales and advertising plans on to industry. He knows that ideas are developed and perfected when they receive the attention and thought of others.

Those old-fashioned traits of guarding business plans, refusing to exchange ideas and frankly discuss problems, have practically been banished from American business. The open door has displaced the bolted door.

F. E. Moskovics, president of the Stutz Motor Car Company, put the whole gist of our idea in one sentence when he said: "When you operate behind closed doors you lock out infinitely more than you lock in."

The day will come when business executives in all countries will appreciate the value of a free exchange of thoughts and experiences on all matters pertaining to the management of their organizations.—[*Ed.* PRINTERS' INK.

Magazine Campaign for De Vilbiss Atomizers

The De Vilbiss Company, Toledo, will conduct an advertising campaign in magazines this spring on De Vilbiss atomizers and sprayers. The Boxley Advertising Company, Toledo, has been appointed to direct this advertising.

F. J. Wachter Leaves Landers, Frary & Clark

Frank J. Wachter, who has been with Landers, Frary & Clark, New Britain, Conn., manufacturers of Universal household goods, has resigned as vice-president and sales manager of the cutlery division of that company. He was associated with this organization for over fifteen years.

H. L. Kisker with "Chain Store Age"

H. L. Kisker has joined the Chicago office of *Chain Store Age* to specialize in the general merchandise field. Formerly he had been Western representative and subsequently, manager of the New York office of the *Hosiery Retailer*.

Has Ahlbell Battery Container Account

The Ahlbell Battery Container Corporation, Waukegan, Ill., has appointed Harry Atkinson, Inc., Chicago advertising agency, to direct its advertising account. Business papers and direct mail will be used.

Buys "Wood Working Industries"

The Furniture Publishing Corporation, Jamestown, N. Y., publisher of the *Furniture Index*, has purchased *Wood Working Industries*, of Milwaukee. *Wood Working Industries* will be published hereafter at Jamestown.

Now "The New England Journal of Medicine"

The name of *The Boston Medical and Surgical Journal*, published by the Massachusetts Medical Society, Boston, has been changed to the *New England Journal of Medicine*.

Carl Bly Joins B. F. Goodrich Company

Carl Bly, sales manager of the Mason Tire & Rubber Company, has joined the B. F. Goodrich Tire & Rubber Company, Akron, Ohio, as truck tires sales analyst.

C. R. Bonn to Direct Sales of Sunrich Canneries

C. R. Bonn, recently sales manager of the cheese division of the Pabst Corporation, Milwaukee, Wis., has become director of sales of the Sunrich Canneries, of that city.

Appoints Powers & Stone

The Litchfield, Ill., *News-Herald* has appointed Powers & Stone, Inc., publishers' representative, as its national advertising representative.

He doesn't read the fashion magazines,

"Retail Awareness" Has Your Product IT?

RETAIL AWARENESS makes for speedy sales and increases volume. The products which have IT find prominent places in drug store windows and upon drug store counters. Some two hundred manufacturers are, each month, building and keeping "Retail Awareness" for their products with regular messages in DRUG TOPICS. To 51,000 retail druggists, DRUG TOPICS is the accepted guide book of fast selling drug store merchandise.

A Quart of Green Paint

With Which Subject, This Article, if You Must Know the Truth, Has Very Little to Do

By Arthur H. Little

THIS first paragraph is uncalled for. Not in any way will it relate to the headline above; nor ever so lightly will it touch upon what is to follow. Its only reason for existence is that for every piece of writing there must be a beginning; and its only presumption—true or false, it cares not which—is that when a reader attacks a blob of text he always, or nearly always, starts at the top and reads down.

Uncalled for, also, is this second paragraph. While it may approach more closely than did the first the fringes of the subject that, for the nonce, is concealed in the mind of the author, it, too, will content itself with a little frolic among the flowering generalities and then retire, with rhetorical graciousness, for what is to come.

This third paragraph, however, begins to smell a rat. Obviously, there's something in the wind—some bit of intelligence worth knowing and, perhaps, even worth passing on. Somewhere around here there's an idea. Ah, there it is! From this distance it looks as if this idea has to do with continuity. Yes, that's it—continuity. And the continuity is the continuity that ought to link the headline of an advertisement as closely as possible with the advertisement's text. There! At last, it's out!

I've approached my subject in the manner that, of late, seems to have become a vogue among advertising writers—the approach oblique, or soft-shoe sneak.

Let's see if I can picture the situation. A copy writer sits down at his machine. He's nursing a secret. His secret is that he's going to write an advertisement about a certain manufactured commodity. By way of inspiration, a sample of that commodity stands on the desk at his elbow. It's a quart of green paint.

Somewhere, out of a conference or perhaps out of the bowl of his pipe, the copy writer has captured a "copy angle." Now he proceeds to set it down on paper. He fashions it into a headline, thus:

PLUCKED OUT OF A RAINBOW

Then he gets up, saunters down the hall to the cloister of Charlie Hubbel to remark to Charlie that, even so, he doesn't see any justice in the legal doctrine that you can't libel a dead man—even a president. After which he returns to his typewriter, gazes at the headline he has written, decides that he doesn't like the indefinite article, X's out the whole line, and writes it all over again, thus:

PLUCKED OUT OF THE RAINBOW

The pipe, meanwhile, has gone out; and a search of pockets and middle drawer of the desk fails to produce a match. Down the hall again to Charlie, who quit smoking the first of the year but still carries cigarettes and matches in case of emergency. Then, back at his machine again, the copy writer examines his rewritten headline, approves it, drags at his pipe, glares at the intrusive can of green paint, shakes his head at it, doggedly, and mutters:

"No, not yet. I'll lead off with Niagara Falls at night."

Do I exaggerate? Possibly so. But let us examine a few specimens of advertising. Here's a page that displays the headline:

$50,000 to $75,000 a Year Saved By Overhead Handling System

Now, $50,000 to $75,000 a year is something to think about—something for anyone, even a copy writer. Presumably, the reader, also, will be interested. But the text matter starts as follows:

L. A. Young Industries, Inc., Detroit,

reports through H. V. Backus, Plant Engineer:

Since 1915, when we built the first unit of our present plant for producing automobile truck seats and other wire products, we have used..... systems, engineered and installed by ..... Approximately 2 miles of.....track, with about 500 trolleys, extend from assembly departments, through dipping tanks and ovens, to the shipping department.

That's the first paragraph. Here's the second:

In our automobile seat department the length of material movement is about 1,000 feet and the.....system comprises three main tracks. About 100 tons of product are moved over this system daily, 12 or more seats to the trolley load, averaging three trolley loads per minute. One man moves 10 to 15 loaded trolleys with no difficulty.

To the man who has to move them, the boon of shepherding ten to fifteen loaded trolleys without difficulty undoubtedly is gratifying. But to the rest of us there seems to be something still to be explained about this business of saving $50,000 to $75,000 a year. We invade the third paragraph:

The entire.....system requires about 25 men to move material, in addition to sections moved by power. To move material by floor trucks would require at least 200 trucks and a total of 75 or 100 men, at an additional cost of $50,000 to $75,000 a year in labor. . . .

Eventually, you see, the secret comes out. Let's consider another sample. The headline reads:

Developed from Dissatisfaction
To Do a More Thorough Job

And the copy:

When the people grumble, governments fall—dissatisfaction is the basis of new ideas. This is as true of mechanical achievements as it is of politics.

When the housewife grew discontented with old-fashioned methods of capping milk bottles, engineers and dairymen alike burned the midnight oil in study.

Grumbling populaces, crumbling governments, despairing housewives, oceans of nocturnal oil afire—here, forsooth, is something cosmic. Dazed a bit by all the shootin', we read on:

Out of the far-flung cry for the utmost refinement in sanitation has been developed one more marvelous automatic machine. The ..... Automatic Milk Bottle Sealing Machine turns flat discs of multiple-ply spruce paper into one-piece bottle covers that thoroughly protect the milk. . . .

We turn the pages and find a stirring-looking display, headed with this:

Rush—Without the Penalties of Rush

And we read:

Unusual advantages of .... service are never better demonstrated than in those production emergencies which every builder of motor-driven appliances is constantly meeting today.

Buyers of.....motors find that "rush" orders are executed with speed and precision that are possible only in a highly flexible organization, manned by an experienced personnel. Nor do such customers pay the penalties usually imposed when men and machinery race with the calendar. Never does workmanship—quality—inspection—relax for an instant, though weeks may be clipped from a normal manufacturing schedule.

This because the ..... builds *special* motors exclusively, and because ..... is organized to meet the individual requirements of any and all customers without disrupting manufacturing routine.

Why, I inquire, the first paragraph—in this specimen so foggily expressed? And why the second—even foggier?

Here's another:

How Offices in Chicago
Keep Step with Growing Business

That's the headline. Here's the text:

Better looking, smoother working offices. Planned, equipped and supplied *scientifically*. Floor space measured, apportioned, to make every square foot return full value for the money invested in it. Equipment selected only after the most careful analysis of the particular business it is to serve.

All right. But what about Chicago? Not until the second paragraph do we find out:

In Chicago, such offices are now being planned for the North Western Railroad Company, the Chicago office of the Fire Association of Philadelphia, and other progressive firms. . . .

And still another. The headline:

A Test of .....
Proves its Remarkable
Worth

And the text:

..... is a high manganese steel, made by the open hearth process. It

furnishes the highest degree of strength and toughness, combined with machining qualities that approach closely to those of Bessemer screw stock.

The exceptional economies which thus result from its use are further emphasized by rapid case-hardening properties, greatly enlarging its possibilities for cutting sharply into production costs.

All right. But what about the test? Not until the third paragraph is it mentioned:

A test of.....in your plant will reveal its wide scope of adaptability. . . .

The copy writers for such sordid things as green paint and conveyor systems and milk-bottle cappers and tool steels all seem addicted to shadow-boxing. They feint and side-step and shimmy. Approaching a business man on his own ground and talking, presumably, in his own language, they hide the real purpose of the tete-a-tete until they find themselves forced by the limitations of space to reveal it. Precious type they devote to building up atmosphere or something and then, discovering that the interview is drawing to a close, they throw in, breathlessly, a couple of sentences of specific selling talk—and call the job an advertisement.

They operate as did the bean salesman who approached a grocer. Enthusiastically, the bean salesman talked about service—delivery service, dealer-help service, advertising service. He talked about his firm, its many years in business, its standing in the trade, its fine, high-minded policy toward its customers. The grocer listened for a quarter of an hour or so and then asked: "Yeh, but what about the beans?"

Let's consider another specimen. The headline reads:

The Modern Grinding Machine is Giving to the World High Production With Extreme Accuracy

High production and extreme accuracy—the two selling points. Let's search for them in the text:

The first.....grinding machine in 1900 carried a wheel two inches wide—a radical change from the half-inch wheels then in use. Another revolutionary.....development soon followed—the method of grinding with a wheel the full width of the work in one straight-in cut. Today wheels as wide as nine inches are in common use, while the latest.....machines will accommodate a wheel fifteen inches wide.

More revolutions—and I'm not punning—but this time no crumbling governments. Sooner or later, however, the truth will out; and in the second paragraph we find this:

The increases in production resulting from these.....developments have been sensational. Crankshafts, for instance, which were ground in 1904 in two hours are now ground in from twelve to fifteen minutes. Automobile pistons are finished today by.....machines at the rate of three a minute within limits of accuracy of 1/1000 of an inch (approximately one-third the thickness of this page).

Are all copy writers so modestly evasive? Well, not all. Some there are who withhold no secrets. What they have to say they say "in words as hard as cannon balls"; and—at least so it seems to me—they lose nothing in effectiveness. Consider, for instance, the matter of money, the good, old, dependable dollar-sign "copy angle" of savings and such per annum. Here's a headline:

Armstrong's Corkboard on the Roof of this Building is Saving Over $300 a Year

The first paragraph of copy goes like this:

The use of Armstrong's Corkboard for insulating the roof and eight-story walls of the Fine Arts Building, Grand Rapids, Mich., has been so effective in reducing the loss of heat that, according to a report by A. C. Nielsen Company, investigating engineers, the saving in steam-heating cost for the season 1926-27 was $511.35. Figuring an annual cost of $191.40 for the insulation, the cork saves $319.95 a year, besides making the top floor much more comfortable in the summer months.

And what could be fairer than that—interesting, straightforward, specific information, packed into a single, honest paragraph? You're a building owner and you're interested. All right, the second paragraph tells you this:

The Nielsen report on the cost of insulation and the resultant saving has been reprinted and a copy will be sent you on request. From this you will be able to judge what you may expect in comfort and economy by insulating your roofs with Armstrong's Corkboard. Armstrong Cork & Insulation Company,

195 Twenty-fourth Street, Pittsburgh, Pa.; McGill Building, Montreal; 11 Brant Street, Toronto.

And that, I submit, is an advertisement. Let's consider another one—this specimen built around the idea of the product's accessibility. The headline reads:

As Easily In
California
as in
New York

And the copy leads off:

As easily in Maine as in Florida, Chicago as Dallas—Jenkins Valves are obtainable throughout America.

Mill supply dealers and plumbing and heating supply houses everywhere carry them. . . .

Office appliances, too, can be advertised without a disguise. For example, this simple headline:

Accounts Payable

And the copy:

There is a wide variety of new Burroughs machines to assist in controlling every phase of purchasing activity, whatever your problem may be.

(For rhetorical strength, the elements in that sentence ought to have been massed differently, thus: "Whatever your problem may be, there is a wide variety of new Burroughs machines to assist in controlling every phase of purchasing activity." But let's proceed with the specimen):

Burroughs machines permit the writing of several related records in one operation, such as:

—vendor's ledgers, vouchers and invoice registers.

—purchase journals, checks and check registers.

—due-date and in-transit controls. . . .

Also without a disguise, it seems possible to advertise cheese. For instance, a headline:

What Shall I Serve?

And the copy:

That question can be answered with a wide range of dishes that are simply and easily prepared by the use of Kraft Cheese. And when served they are surprisingly delicious and beautiful to look upon. Send for our free recipe book and try one of these numerous cheese dishes for your next luncheon, bridge, or dinner party, and see how delightfully satisfying it is. . . .

Of course, the fact is that when a reader focuses his vision on an advertisement, he knows exactly what is before him. When he wants entertainment, when he yearns for poetry, or jokes, or history, or atmosphere, he knows where to look—in the "reading matter." And with all the rhetoric in the world, with all the fine writing that the most active imagination can evoke, no advertiser can fool him.

The advertiser's course, as it sizes up to me, is something like this: Before your reader's eyes, spread your "copy angle" in your headline. Then tell your story. Start from scratch—but in high. Atmosphere? Yes, if your product lends itself to atmosphere—if atmosphere is one of its selling points. But atmosphere or no atmosphere, get going quickly. Write your copy, not for the sake of writing, but for the sake of selling. In your first paragraph, settle down to business. And, straightway—

Tell your story!

Syverson-Kelley Agency to Direct Spokane Campaign

The Chamber of Commerce of Spokane, Wash., has appointed the Syverson-Kelley Advertising Agency, of that city, to direct a campaign to advertise that city. Magazines and direct-mail advertising will be used.

Appoints Atlanta Agency

The Hi-Ja Chemical Company, manufacturer of Hi-Ja beauty preparations, and the Dixie Laboratories, Inc., both of Atlanta, have placed their advertising accounts with James A. Greene & Company, advertising agency of that city.

Tracy-Parry Agency Gets Baby Hose Account

J. H. Blaetz, Philadelphia, manufacturer of America baby hose, has appointed the Tracy-Parry Company, Inc., advertising agency of that city, to direct its advertising account.

C. W. Harmon with Ray Mills

Carl W. Harmon, who has been engaged in advertising work for many years, has joined Ray Mills, Lewiston, Me., advertising, as an account executive.

Planning the Industrial Salesman's Territory

What to Consider in Getting Territorial Boundaries and a Plan for Checking Territories to Determine Which Are Too Large and Which Too Small

By E. J. Heimer

Secretary, Barrett-Cravens Company

IN planning the salesman's territory, it is good logic to give him all he can consistently handle. When doing this the various ramifications of your general sales set up must be given proper consideration. By that is meant all elements necessary for the profitable operation of the sale department.

If this is done, it is surprising how small the actual territories are. Instead of embracing an entire State, half a State, or two closely situated industrial centers, in the majority of cases, it is only a matter of counties—and few at that. The items that necessarily must be considered include the following major ones:

1. Amount of service necessary.
2. Product a repeater.
3. Breadth of application of product.
4. Whether salesman handles side lines.
5. The salaries or commissions paid.

Each of these are in turn dependent upon related sub-items as the discussion to follow will disclose.

1. SERVICE

If the industrial salesman services his installations, and I believe he should, the extent of his territory is governed in no small degree by the amount of servicing his installations normally require. This is because servicing reduces selling time and with this consequent reduction in selling time, it is only natural that the salesman's territory must be small enough to enable him to cover it sufficiently often.

2. A REPEATING PRODUCT

Some industrial products are repeaters—others are "one-timers." That is, some products are short-lived and hence require repeated replacement—or they are installed in units over a long period. Others are of a nature that when you sell a prospect you are through with him for possibly eight or ten years.

In the case of repeaters the territory needs must be small enough in area to enable the salesman to call back at proper intervals so as to secure the additional orders. A large territory—taking the salesman over many, many miles—is inadvisable in that he is unable to call back as often as the frequency of the repeating may require.

It is quite the contrary with the one-time type of sale. Here a salesman can have almost unlimited territory in that he need not call back unless it is for occasional service.

These two elements play a very important part—perhaps the most important — in determining the boundaries of a sales territory.

3. BREADTH OF APPLICATION

By this is meant the density of prospects. There are industrial devices adapted to all industries, thus giving the salesman a prospect with every smoke stack. Still other industrial devices are so highly specialized that only a select group of plants can benefit through their use.

Quite obviously, if the density of prospects is great, the territory should be relatively small—and other things equal. Where prospects are few and far between greater liberties in area are necessary.

4. SIDE-LINE SALESMEN

If a salesman is permitted to handle other kindred industrial accounts, the territory should be small by virtue of the fact that his selling effort is divided among more

than one product—hence, he is unable to handle properly the large territories. In this case, there is competition between the accounts the salesman handles—for his selling time and the account paying the highest commission—the easiest seller or the best co-operating house wins out.

5. SALARY

Salary concerns itself directly with the size of a territory. This is because the territory must be sufficiently large to enable the salesman to produce the volume of business necessary to justify his salary. Here is where the juggling of sales cost does not continue to mount.

The commissioned salesman must have a territory large enough to pay him a living wage, otherwise he resigns and a good territory—slightly too small in size—is left open. Turnover in the sales force can often be traced to this cause. Give the commissioned salesman a territory large enough to enable him to earn a good living but avoid giving him a territory that will make him money-drunk.

* * *

Territory boundaries cannot be set by guess or preference of an individual. Neither does compromise aid the house much toward securing the volume that is justly theirs. Every manufacturer has within his organization sufficient data from which to draw the facts and figures essential in scientifically allotting territories and proving their possibilities without waste of money.

If you are uncertain as to your present territorial set-up, particularly that phase of it pertaining to the volume available from each individual territory, a definite check-up is possible. This check should reveal whether the territories are too large or too small from the standpoint of area which, of course, is in direct relation to sales volume.

We have devised a simple plan which we have used to a decided advantage (our products are lift-trucks, lift-truck platforms and portable elevators). It can be applied, I believe, to other businesses with the same telling results. To be sure, some clerical work is necessary, possibly three or four days of it, but the results are of ample importance to warrant this time and expense.

Determine by actual check-up against your complete user records the percentage of your equipment sold to industrial concerns and the percentage sold to non-industry. Practically all industrial equipment sells to non-industry as well as industry. By this I mean, in addition to selling industrial manufacturing plants, the warehouses, shipping terminals, jobbing houses and similar institutions buy industrial equipment and make up that group known as non-industry. When this is accomplished you know definitely what percentage of your total output goes to industry and non-industry. In the case of the Barrett-Cravens Company, the following percentages were established: 83 per cent to industry and 17 per cent to non-industry.

Next, select that territory in which you are positive you are doing your best selling job. This is the one territory over which you are not concerned. The one from which you secure your most satisfying volume.

Take the user record of this territory for the past twelve months and determine by actual check-up the number of each device installed. More clearly to illustrate what is necessary, we found that in the one-year period we sold the following units in our best territory:

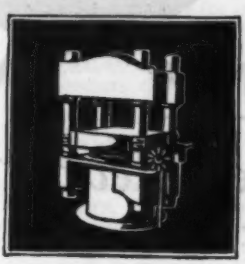
325 Lift-trucks
6534 Lift-truck platforms
33 Portable elevators

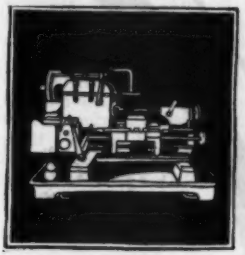
Having previously determined that a certain definite percentage of this equipment went to industry and the remaining percentage to non-industry, the breaking up process continued and we found on our 83 per cent and 17 per cent ratio the following was true:

SOLD TO INDUSTRY
270 Lift-trucks
5400 Lift-truck platforms
27 Portable elevators

SOLD TO NON-INDUSTRY
55 Lift-trucks
1110 Lift-truck platforms
6 Portable elevators

Leaders of Industry are Readers of Iron Trade Review





Heavy Machinery and Plant Equipment

Alliance Machinery Co.
E. W. Bliss Co.
Chambersburg Engineering Co.
Chapman Engineering Co.
Freyn Engineering Co.
Morgan Engineering Co.
Servis Foundry & Machine Co.
United Eng. & Fdy. Co.
Wheeling Mold & Foundry
Whiting Corporation

Machine Tools

The Acme Machine Tool Co.
Bullard Machine Tool Co.
Cisco Machine Tool Co.
Cleveland Automatic Mach. Co.
Cincinnati Bickford Tool Co.
Gisholt Machine Co.
Morton Manufacturing Co.
Niles-Bement-Pond Co.
Kearney & Trecker
Warner & Swasey

THE few well-known names listed above are typical of the complete coverage which IRON TRADE REVIEW gives in the various branches of the metalworking field. Careful surveys show that the 12000 copies of IRON TRADE REVIEW printed each week are read by 36000 major executives and operating heads in primary industries which have an annual income of over twenty-one *billion* dollars.

IRON TRADE REVIEW

CLEVELAND, OHIO

A Penton Publication

Member A. B. P. *and* A. B. C.

This, then, represents the unit sales in a given territory to industry and non-industry over a one-year period.

Logically, the units sold to industry are in direct proportion to the value of manufactured products in that territory. In our case the manufactured products for our best territory totalled $4,643,000,000. This, then, indicates that for every $1,000,000,000 worth of manufactured products the following units of equipment were sold:

60 Lift-trucks
1200 Lift-truck platforms
6 Portable elevators

Population is taken as the factor for non-industry. The Barrett-Cravens key territory possessed a population of 3,400,000, which when transposed to units gave the following number for each million of people:

18 Lift-trucks
360 Lift-truck platforms
2 Portable elevators

These figures give us our basis by which not only to determine the sales possibilities of any territory, but serve as a check-up on the past performance of all salesmen.

Assuming that territories are made up in units of counties, it is an easy matter to determine the exact value of manufactured products and the population of each territory by consulting the United States Census Report of 1920, Volume 9, entitled "Manufacturing," and its subsequent revision under date of 1923. A tedious task, to be sure, but certainly a worth-while one considering that a true picture of your sales set-up will be truthfully revealed.

Having secured the value of manufactured products and population of each territory, it is not a difficult task to arrive at the figures representing the approximate number of each device you should sell in each territory.

In some territories you will discover the sales possibilities are far too great for one salesman to do the work. Hence, one or maybe two additional men will be put on. In other territories it will be discovered that the possibilities are too small ever to expect a man to support himself and, therefore, additional counties are added so the salesman may increase his earnings.

Once compiled, these figures should be saved for future reference. They will be found conclusive when passed on to the salesman who complains when his territory is cut. This is particularly so because you are truthful in explaining to him that they are based on the performance of a specific territory and not drawn from the thin air. It will be found helpful to supply each district office with a set of these figures based on its district and to be used in increasing or decreasing territories in the future.

The plan is simple, workable and based on performance, hence, as correct as anything can be where the human element is concerned. If it is discovered that certain territories are unable to produce what the plan indicates they should, investigation may reveal that the salesman rather than the plan is lacking. A change of men, or better still, further education of the man and some good direct mail in the territory will soon remedy matters.

Middle West Newspapers Appoint Allen-Klapp

The Paris, Ill., *Beacon-News* has appointed The Allen-Klapp Company, publishers' representative, as its national advertising representative, in both Eastern and Western territory.

The Creston, Iowa, *News* has also appointed The Allen-Klapp Company to represent it in a similar capacity.

Chillicothe, Mo., "Constitution" Buys "Tribune"

The Chillicothe, Mo., *Constitution* has purchased the Chillicothe *Tribune*. These newspapers have been merged as the *Constitution-Tribune*, which will be represented in the national advertising field by the Geo. B. David Company, publishers' representative.

Fabric Account for Hicks Agency

William Heller, New York, manufacturer of Gold-Mark woolen fabrics, has appointed the Hicks Advertising Agency, also of that city, to direct its advertising account.

Harold Cleveland has joined the advertising department of the New Departure Manufacturing Company, Bristol, Conn., ball bearings and hubs.

The Public Utility as a Retail Distributor

Notes for the Manufacturer Who Finds the Public Utility Looming Up in His Distribution Picture

By Harry Merrill Hitchcock

CAN you make a merchant out of an engineer—particularly and specifically, a public utility engineer?

A pretty substantial chunk of retail business—up around $1,000,000,000 a year, as told in a previous article*—and an amount that unless all signs fail is going to grow rather than diminish, depends in considerable measure upon the ability of merchandising manufacturers to find an affirmative answer to that question.

Some of them believe they have already found it; and they can point in proof not only to that $1,000,000,000 sales total but to their own substantial share in it. But some of the others are not so sure.

Doubts assail them after wrestling a long time with one of the big public utility organizations over a deal that looked, when they started, almost too good, too easy and simple; but that somehow didn't succeed in getting their product into the company's stores. And sometimes doubts recur after the merchandise is in those stores, when wails begin to be heard from their other retailers in that territory over the utility's price and terms, policies and selling methods.

There are manufacturers, indeed, who are quite sure the answer really is "No." They either refuse to sell the public utility retail stores at all, or at least make no effort whatever for their business. But they don't always find it agreeable to try to play a distribution hand made up of plumbers' shops, small contractors' shops, hardware stores and even drug and department stores, against the aggressive and dominant efforts which the public utility in a certain territory may put behind a competitor's product.

If all the public utilities that retail at all, were as good merchandisers as the best of them are, the answer would be "Yes," and everything would be, if not lovely, at least pleasant. If all of them were as poor merchandisers as the poorest of them, the answer would be "No," and at least we would know where we stood.

But the manufacturer who for some time past has been facing, and doing his best with, the task of helping a miscellaneous lot of small shopkeepers to make real merchants of themselves, ought not to despair too soon of the retailing efforts of the public utilities, large or small. And there are some notes on the situation which may be set down from observation in a way to prove possibly helpful to him.

A COMMON MISTAKE

The first, and perhaps the commonest mistake made by a manufacturer, when he sets out to do business with a public utility's retail stores, is to assume that the same kind of story that is effective with, say, a successful hardware merchant, will be equally effective with the public utility man. Nothing could be farther from the truth.

The first person you encounter, when you approach the public utility with merchandise to sell, may very well be a man with some training and experience in retailing and with something of the merchant's point of view. There is a reason. The utility management, unwillingly deciding that it needs a retail store to keep business moving, usually realizes that it doesn't know how to run it. So a man with retail experience is hired as store manager. Sometimes an extremely intelligent util-

*"The Public Utility as a Retailer." PRINTERS' INK, p. 92, February 2, 1928.

ity buys out a man and his store together.

But there are too many cases in which the utility, acting on the complacent belief that anybody can run a store, lets almost anybody try it. Sometimes it is one of the company's commercial men who has been agitating inside the organization for a retail department, and is rewarded with a chance to try his hand at it. He is full of energy and enthusiasm, but apt to lack experienced judgment of merchandise. Sometimes some fellow who has fallen down on everything else gets his last chance to stick on the pay-roll, as store manager. The results are seldom happy.

Even when the company goes outside for a store manager, he is not always a flaming success. A public utility's ideas on salary usually preclude it from making an offer that would tempt a really successful merchant. And the better merchant the man is who comes into a public utility organization from the outside, the unhappier time he is apt to have.

The public utility that hires a real merchant to run its retail store or stores, merely transfers into the inside of its own organization the fundamental clash of interests and requirements of retailing which is a merchant's job, and the production of electric or gas service, which is an engineer's job. I do not think anyone who has not actually labored in the ranks of a public utility organization can fully realize how deep-seated this conflict really is.

Often it amounts to an actual outspoken antipathy on the part of the engineer or the executive with the engineer's attitude, for the very things which the merchant knows to be essential. On the other hand, it is equally hard for the merchant, to whom it is the very breath of life to move goods at a profit, to understand or sympathize with his new chief's anxious desire never to jeopardize what to him are the larger issues, merely for the sake of having a retail store or chain of stores that stands on its own feet as a profitable enterprise.

Nothing that has happened lately seems more significant than the turn taken in the effort sponsored by C. E. Greenwood, newly appointed commercial director of the National Electric Light Association, to eliminate price-cutting, "bait" and "loss leader" policies from public utility retailing.

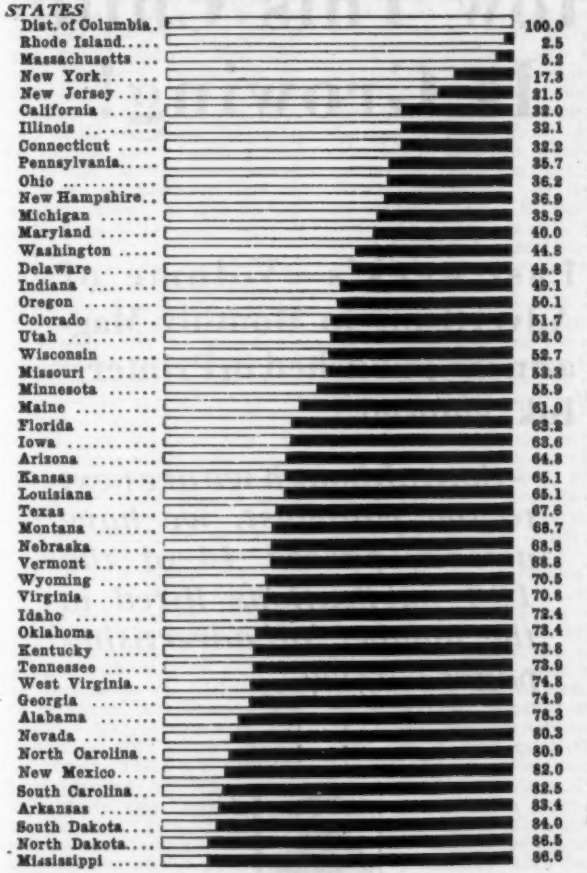
Nobody has even offered the suggestion that such methods should be dropped because they are unsound merchandising policies. On the contrary, the leaders of the public utilities have publicly declared, over and over again, that merchandising profit, or successful store operation as such, does not and should not enter into their calculations at all.

Arthur Williams, vice-president of the New York Edison Company, for example, discussing his company's policy of refraining from direct merchandising at retail, says that this policy is suitable only "if a sufficient number of competent dealers are in the field." "If, however," he continues, "such agencies are not available [and the great majority of utilities have apparently decided, for themselves, that they are not] the company itself must engage in direct merchandising—not necessarily as a matter of profit, *for, if need be, such service should be rendered at a loss*—but as *an essential form of service under its franchise.*"

Then again, when Edward N. Hurley offered $10,000 in prizes for the best plan in actual operation for the merchandising of household appliances by a utility company, the instructions to competitors made it plain that it was not considered necessary, for a plan to be adjudged the best, that the company show a net profit on its store operations.

Then why are the utilities being urged to drop price-cutting? Simply and solely because of the bad effect such tactics have upon the good-will of the mercantile community. It is very hard for a man who has primarily the merchant's point of view to realize how ever-present in the mind of a good public utility man is the

Does Your Advertising Appropriation Parallel the Distribution of Population As Shown on This Chart?



49% of the population of the United States is located in towns and communities under 2500 population. Over 75% of MODERN HOMEMAKING subscribers live in towns and communities of under 2500 population.

MODERN HOMEMAKING

"The Magazine for the Village and Farm Market"

CIRCULATION March Issue—800,000—at $3.25 a line

W. H. McCURDY, Western Mgr.
30 No. Dearborn St.
Chicago, Illinois

WM. F. HARING, Adv. Mgr.
270 Madison Ave.
New York City

anxious desire to keep on good terms with everybody.

If you are a retail merchant, you want to keep on good terms with your own customer, but the fellow across the street is your competitor, and you don't care so much what happens to him. But if you are store manager for the public utility, the fellow across the street is your customer, too; and a mighty important, influential and valuable one. Small wonder if you feel, at times, as though you were tied hand and foot by an organization too slow-moving and cautious to have any right to be alive.

Now comes the manufacturer, in the person of his salesman, to sell a chain of public utility-owned retail stores a big order of his merchandise. He is full of enthusiasm over the distribution possibilities represented by this chain.

Suppose he encounters one of the type of store manager briefly touched upon—the man from inside the public utility organization, who in a retailing sense has only the vaguest notion what it is all about. What happens?

All too often, in the vernacular, he "takes" him—and takes him good. It is a painful truth that there are altogether too many manufacturers whose salesmen are still unable to resist the temptation to load up a green store manager with inferior merchandise, impossible or tricky deals, and in general and in every possible way take advantage of him.

Sometimes the "taking" process goes higher. There is a good deal of unexpressed bitterness among public utility men against certain manufacturers who, they feel, have oversold them from the point of view of the part which the utility, as the retail distributor, should play in the spadework of getting the goods across to the public.

The manufacturer's story has been that when he brings out a new device—an electric refrigerator for example—he only makes his single profit on the sale of that device, but the utility company has a profit every month, until the machine wears out, from its sale of the electrical energy needed to operate it. Therefore the utility company should bear the major share in the burden of introducing and selling the device.

Obviously there is a great deal in this. An electric refrigerator is a highly profitable device to the electric company, and builds up its business just where many of them need it most. But the exact division of responsibility for its sale, based upon the division of the profits, never has been scientifically determined. At least so the utilities feel. It has been something to trade over. And a lot of public utility men have discovered that they have been poor traders.

There is a close and useful analogy between the situation of the public utilities and the manufacturers of electrical and gas-using apparatus, and the situation of the oil refining and the automobile industries. The automobile bears precisely the same relation to the refiner that the electric refrigerator, for example again, does to the electric power company. The purpose of gasoline is to run the automobile; without it not much gasoline would be sold.

But have the big refining companies therefore had to shoulder the job of promoting the use of the automobile, and relieve the automobile manufacturers of the burden? Similarly, those manufacturers have profited most from the services of the public utilities who haven't tried too hard to trade them out of their eye-teeth just because they were—or seemed—easy on first acquaintance.

You can load up a green or incompetent small retailer, too; but that plan usually carries with it speedy punishment when he goes out of business. You load up the inexperienced public utility store manager, and the company stands the loss; but the poison of that unsound and unjustified deal lingers in the system and continues to bedevil your distribution situation in that community for a long, long time—and the deeper the utility gets into local retailing, the more keenly you will feel it.

When you are dealing with one

of the public utility store managers who is a real merchant, with retail experience, the way is open for quite another set of mistakes. Most of them revolve around the tendency to forget, because this fellow talks and acts and thinks quite like any other retailer, that there is a very different kind of organization and point of view, and a wholly different set of problems, behind him.

Take, for example, your plans and suggestions for retail advertising, "dealer helps," and so on. You have put in quite a lot of time on these, and have a scheme for dealer co-operation, perhaps involving supplying mats and so on, which has worked fine with your other dealers. Sometimes—particularly when the store manager hasn't been in his job long enough to understand what he is up against in the public utility organization—you go ahead and make the deal with him, fix up his advertising for him in the newspapers, ship him the folders and display cards; and then, too late, comes the explosion.

The trouble is that few public utilities today are not keenly "advertising-conscious." They may not be very able advertisers, technically, but among local advertisers they rank high as to the seriousness with which they take advertising and the earnestness and persistence with which they pursue it. They have their own advertising story to tell their own customers, and that story, in their minds, immeasurably outranks in importance the story of your product. This is a real pitfall to many manufacturers, and a serious one that has many times mixed things up and harmed their sales through public utility retailers.

Just one final word: the public utility retailer may not be so tough on profit margins and terms and so on, but he is, when he is a real one, a wolf on quality. The reason is that, far more than any other retailer, he has to live with his customers after the sale is made. The question of servicing just doesn't exist with him as it does with ordinary retailers, be-

cause he knows he's *got* to give service; it's what he's there for.

An executive in the public utility field has a story which he tells over and over to illustrate the utility's retailing problem; and he hasn't told it a single time too often, nor will he, no matter how many times he repeats it. It is about an electric toaster that was sold by a five-and-ten cent store for ten cents. The first month that toaster was in use it cost the electric company $1.40 in trouble calls, blown fuses and so on.

When you set out to sell your product to a utility for retail distribution, remember that ten-cent toaster.

Death of Jonathan D. Maxwell

Jonathan Dixon Maxwell, one of the first automobile manufacturers, died on March 8 at his home at Worton Manor, Md. He was sixty-four years of age.

Mr. Maxwell was associated with Elmer Apperson and Elwood Haynes in building what is believed to be the first automobile made in this country. This machine now is in the Smithsonian Institute. He was designer of the Maxwell car, the manufacture of which has since been taken over by the Chrysler organization, and he was vice-president of the Maxwell Corporation. Mr. Maxwell also assisted R. E. Olds in developing the Oldsmobile.

J. J. Cuddy, Manager, Californians, Inc.

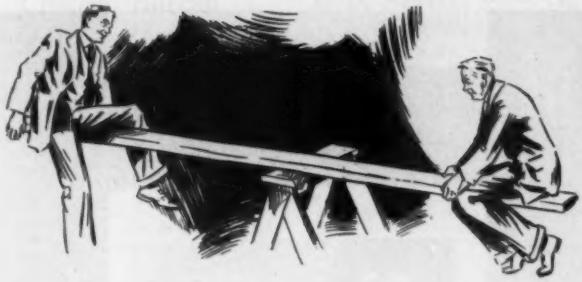
J. J. Cuddy has been appointed manager of Californians, Inc., San Francisco, to succeed B. M. Rastall, resigned. Mr. Cuddy has been assistant to the president of the Yellow Cab Company, San Francisco, and formerly was director of advertising of the Standard Oil Company of California. He will be in charge of the campaign which is being planned by Californians, Inc., to advertise Northern California.

Hotel Account to Emil Brisacher

The Hotel Samarkand, Santa Barbara, Calif., has appointed the Los Angeles office of Emil Brisacher and Staff, advertising agency, to direct its advertising account.

Edward Stack with Springfield Printer

Edward Stack, formerly advertising manager of the Hendee Manufacturing Company, Springfield, Mass., has joined the John E. Stewart Company, printing, of that city.



Right in the Middle of the Contest

Whoops! Top man cocky. Fine. BUT—low men down in the mouth. Contest don't mean a thing in their lives. Result? Flop!

Remedy? Give merchandise prizes. Let each man win a prize of his own selection for his own accomplishment. Get the whole force working at "Contest Pitch" right to the last minute. Get their wives into the picture to help the cause along.

Our plan will get more sales kick out of a contest for you. It will save you money on prizes and take the prize details off your hands. It's all clearly explained in our booklet "The Backbone of Sales Contests." It gives a clear idea of the salesman's attitude toward the 1928 type of contest. With it we'll include a catalog of the kind of prizes salesmen will fight to win. Send the coupon —no one will call on you.

THE PREMIUM SERVICE CO., Inc.

9 West 18th Street, New York City

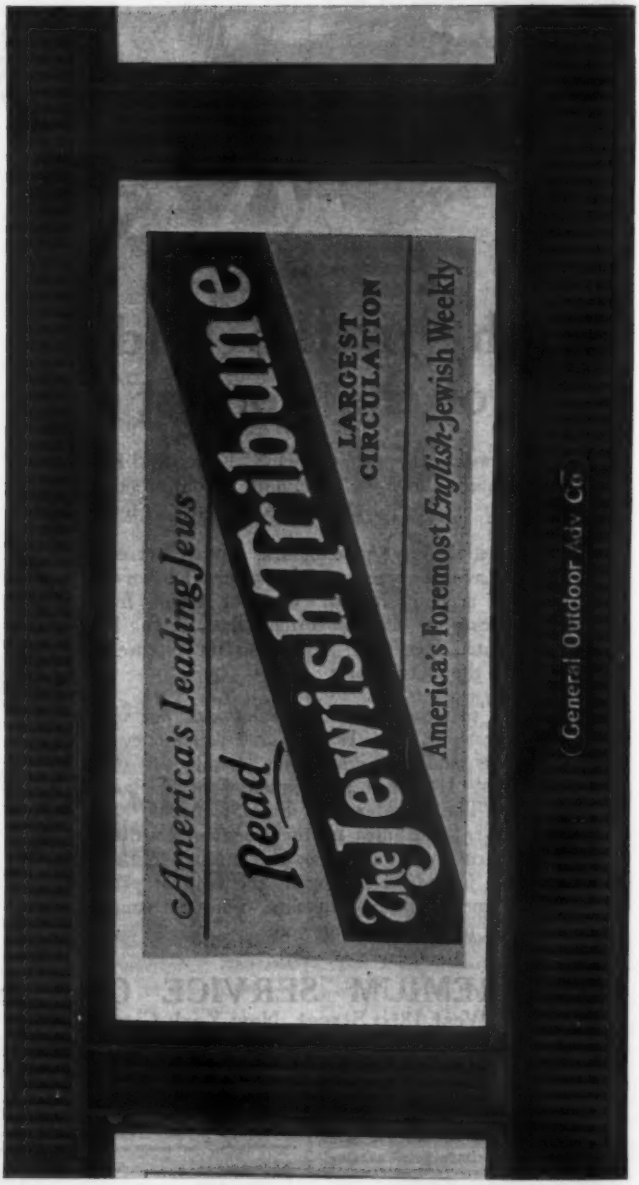
The Premium Service Co., Inc.,
9 West 18th St., New York City.

Send me FREE "The Backbone of Sales Contests" and specimen prize catalog.

Name.....

Firm.....

Address.....


America's Leading Jews
Read
The Jewish Tribune
LARGEST CIRCULATION
America's Foremost English-Jewish Weekly
(General Outdoor Adv Co)

Chicago Bureau Handled 3,799 Cases in First Year

Better Business Bureau of Chicago Finds That Bait Advertising Is the Heaviest Handicap to Honest Business and Every Effort Is Being Made to Stamp Out the Evil

THE worst competition that confronts advertisers in Chicago is the bait advertising used by dealers who offer merchandise to the public that they never intend to sell. Once the prospect is inside the retailer's place of business the dealer tries to switch him to other merchandise than that advertised. "It's out of stock." "Yes, we advertised that, but I wouldn't recommend it to you. Now here's something for just a few dollars more." "Built merely to meet competition." "I bought one of those for my own use and found it very unsatisfactory. Let me show you a real value."

These are some of the replies made to inquirers by chronic bait advertisers, Flint Grinnell, manager of the Chicago Better Business Bureau, told some 200 members of the Bureau at its first annual meeting last week. The Bureau handled 3,799 cases during its first year, he reported, and cooperating with the fur, radio, furniture and musical instrument industries evolved advertising and merchandising standards that have helped produce a greater confidence in these industries on the part of the consumer.

George Lytton, vice-president of Henry C. Lytton & Sons, Chicago, in commenting on the Bureau's work, explained that so far it had been principally educational. Some court convictions have been obtained, he said, where the situation demanded stringent measures, but in the main the Bureau has worked to prevent fraud and deception rather than to punish offenders. He reported that the Bureau has received excellent cooperation from the newspapers and public officials in Chicago and was thus able to work fearlessly.

L. D. Newman Starts Own Business

Louis D. Newman has started an advertising business at New York under the name of Louis D. Newman—Advertising. He was recently vice-president of the Rite-Ad Company, of that city. Miss Natalie B. Lederer will be in charge of the ready-to-wear advertising department and Miss Frances Taft in charge of the art department.

Appoint Bissell & Land

The Sealy Mattress Company, Pittsburg, and the Sealy Mattress Company, Cleveland, have appointed Bissell & Land, Inc., Pittsburgh advertising agency to direct their advertising accounts. Newspapers will be used in the advertising of both companies. In the case of the Pittsburgh company, some thirty or more newspapers will be used in the territory in which it operates.

J. R. Simpson & Company Move to Philadelphia

J. R. Simpson & Company, advertising, have moved their offices from Camden, N. J., to Philadelphia.

J. Parker Smith has joined this organization as production manager. Victor White has been placed in charge of New Jersey territory and Samuel J. White will have charge of the Wilmington, Del., office of the company.

E. T. Burrowes Company Appoints Glaser & Marks

The E. T. Burrowes Company, Portland, Me., manufacturer of Burrowes rustless screens, pool and card tables and cedar chests, has placed its advertising account with Glaser & Marks, Inc., Boston advertising agency.

F. W. Robartes Joins Fiegel Corporation

Frank W. Robartes has joined The Fiegel Corporation, New York, outdoor advertising, in an executive sales capacity. He was formerly with the General Outdoor Advertising Company, New York.

New Account for Ellis and Keilly

The Edwin Dewan Company, New York, linen and lace importer, has appointed Ellis and Keilly, Inc., New York advertising agency, to direct its advertising account. Business papers and direct mail will be used.

C. P. Catlin Leaves New Haven Clock

Charles P. Catlin has resigned as general sales manager of the New Haven Clock Company, New Haven, Conn.

Art Directors Club to Exhibit in May

THE seventh annual exhibition of advertising art, sponsored by the Art Directors Club, will be held at the Art Center, New York, from May 5 to 29, inclusive. Entries, this year, will be divided into eight classifications. These are:

Paints and drawings in color.
  Figures.
  Still life.
  Miscellaneous.
Black and white illustrations.
  For halftone reproduction.
  For line reproduction.
Posters and car cards.
Decorative designs.
Photographs, unretouched and retouched.

The first award in each group will be a medal designed by Paul Manship. The Barron Collier Medal will also be awarded in the poster and car-card group. Honorable mention will be given at the discretion of the jury with certificates of awards.

This year, entry may be made of advertisements which have appeared during 1927 and before March 1, 1928. Proofs or clippings of such advertisements are to be sent to Caroline Fleischer, exhibition secretary, who is located at the Art Center, 65 East 65th Street, New York. Selection will be made from these proofs and, on notice of acceptance, originals are to be forwarded. The closing date for proofs is March 21, for accepted originals, April 11.

Members of the exhibition committee are: Stuart Campbell, Ray D. Lillibridge, Inc., chairman; Peirce Johnson, Ralph H. Jones Company, vice-chairman; René Clark, Calkins & Holden; B. Vaughn Flannery, N. W. Ayer & Son; Byron J. Musser, Stanford Briggs, Inc.; Henry B. Quinan, *Woman's Home Companion;* Ross Shattuck, J. Walter Thompson Company; Richard J. Walsh, John Day Company; Earl Horter, William Oberhardt and Nathaniel Pousette-Dart.

Harold Scott has joined the art staff of Byer and Bowman, Columbus, Ohio, advertising.

Real Estate Boards Urge Better Business Code

MORE accurate advertising of real estate is one of the aims sought for in a code of business practices which the Subdividers Division of the National Association of Real Estate Boards has drawn up. The code, if adopted, will govern real estate sales nationally among members of the association.

Next month it will come before the association's board of directors for approval at their meeting in Chicago. If endorsed by them, as seems likely, the code will then be voted on at the annual convention to be held in Louisville during June.

The code calls for guarantees to insure the financial ability of the subdivider to carry out his advertising promises. Article 1 reads:

> No subdivider shall announce or advertise a program of subdivision development which is contingent upon sales, unless his other financial resources or his plan of financing are such as substantially to guarantee the carrying out of the program.

Another article suggests use of the following statement:

> All statements made in this advertisement may be considered by any purchaser of the above property as a contract with the subdivider which he agrees shall be carried out in connection with any sales contract entered into.

To improve the standards of selling the code lays down the rule that "no subdivider shall employ a salesman employed by another subdivider to represent him in the same territory or to solicit prospects developed in connection with his employment by his present employer, without first taking the matter up with the present employer."

Nathaniel Mann, Jr., with "The Outlook"

Nathaniel Mann, Jr., has joined the promotional research department of *The Outlook*, New York. He was formerly in a sales capacity with the Longsign Corporation, Dayton, Ohio.

What Quality Means in a Falling Market

The Demand for Style Maintains an Even Level

By Carlyle Mutschler
The Mutschler Brothers Co.

IT IS a well known fact that the year 1927 was not a rosy one for the furniture industry; in fact, the summer of last year was actually disastrous for many furniture firms, both wholesale and retail. This general condition brought about the usual price slashing and dollar warfare, in which I am happy to say Mutschler Brothers took no part.

Quite early in the season, we decided that this was the time to re-style our line; in the face of a general loss of public confidence in the furniture industry, the only thing to offer was finer quality, and not further price cuts, of which we were convinced the public was thoroughly and heartily sick. We accordingly added color to our line of kitchen furniture — color where it was needed, and added new designs, with a general maintenance of our former price level, although in some cases, with the increase in quality, we were obliged to also increase our price.

In every case of this kind, we told our dealer freely and frankly just what we were doing, and why we were doing it, stressing at the same time the firm's reputation for quality building, and fair play. In every case, we found the dealer, and the public as well, responding favorably, which would seem to indicate again the truth of the old adage that there's always room at the top.

We have always maintained a consistent campaign of dealer education and dealer helps, wherein we gave them a digest of all that could be discovered about their problems, and about the best way to meet and overcome them. With this service in every case went a complete series of local advertisements, sales campaigns, window trim material and charts, and illustrated talking points to be found in Mutschler Brothers Porce-Namel Kitchen Furniture. It all seems to sum up to this: that there's always a market for quality, and quality intelligently handled and directed seems to be a world-beater.

* * *

Perhaps you, too, have been struggling with the problems of how to meet unfair price wars, and competition, and still maintain the standard you wish for your product. From such manufacturers we invite inquiries, believing that the Sandmeyer experience with the finer points of merchandising can be of help. Our conferences are confidential—of course.

Kelly-Springfield Has Profit for 1927

The net profit of the Kelly-Springfield Tire Company, New York, was $357,741 after charges and Federal taxes, for the year ended December 31, 1927. A net loss of $3,439,799 was sustained for the corresponding period of 1926.

New Account for Emil Brisacher & Staff

Filmer, Bradford & Maxwell, San Francisco, investments, have appointed Emil Brisacher & Staff, advertising agency of that city, to direct their advertising account. Newspapers and business papers will be used.

F. B. Soper Advanced by Velie Motors

F. B. Soper, for twenty years with the Velie Motors Corporation, Moline, Ill., and for the last year and a half assistant sales manager, has been made sales manager. He succeeds L. F. Murphy, resigned.

"Les Affaires," New Canadian Business Magazine

Les Affaires, Quebec, is a new monthly magazine, printed in French, and devoted to business subjects, such as sales, merchandising and office procedure. Raoul Renault is managing editor.

Will Handle Newspaper Advertising for Shoe Store Chain

Berland's Chain Shoe Stores, operating stores in thirty cities, have appointed Brockland & Moore, Inc., St. Louis advertising agency, to handle their newspaper advertising.

Joins Seattle Agency

Miss Iras Robinson has joined James Houlihan, Inc., Seattle, Wash., advertising agency. She was formerly with the advertising department of W. L. Eaton, also of Seattle.

Appoint Hallett Cole

Hallett E. Cole, publishers' representative, Pasadena, Calif., has been appointed Pacific Coast representative of *The Etude Magazine*, Philadelphia. *Golfdom*, Chicago, has also appointed Mr. Cole as Western representative.

Appoints John D. Hamilton Company

The John D. Hamilton Company, foreign publishers' representative, has been appointed sole advertising representative of *South African Golf*, published in the Union of South Africa.

Building Industries Start Job Hunting

With Passing of New Construction Peak, The National Home Building Council Is Formed Which Proposes to Stimulate Interest in Remodeling and Rehabilitating Homes No Longer New

LAST week at the call of Walter J. Kohler, president of the Kohler Company, and chairman of a preliminary committee, thirty-one of the most important interests in and allied with building met at Chicago. They organized what is tentatively to be known as the National Home-Building Council. Within a month another final organization meeting will be held. Following that meeting it is expected that a national campaign of building promotion will get under way. Mr. Kohler and George E. Piper, of *Household Magazine*, are president and secretary-treasurer of the temporary executive committee.

What this new inter-industry movement will mean from an advertising point of view necessarily remains to be seen. One guess is about as good as another at the present time, although it would appear that an aim such as the National Home-Building Council has espoused would scarcely be possible of fulfilment without some far-reaching advertising plan. The members of the council, most of them advertisers now, might well decide to increase their present schedules to meet the new need. This, however, would unquestionably interrupt individual and association programs now half complete. Or some co-operative plan of advertising might be worked out with remodeling and rehabilitating as its main purpose.

"The peak of new construction is probably past," the consensus of opinion at the Chicago preliminary organization meeting ran. "It leaves the industry greatly enlarged in all its branches, units and kindred activities, but without an adequately developed outlet for its

Do Your Addressing Costs Compare Favorably With These?

WITH the Pollard-Alling system addressing plates may be—

***Embossed*—at from 150 to 250 per hour.**

***Changes Made*—at from 250 to 300 per hour.**

***Embossing Costs*—not over $7.00 per 1000 plates including the plates and an $18.00 a week operator.**

***Addressing Costs*—with Automatic Envelope Addresser not over 10c. per 1000 names, including operator's hire.**

If you want to cut *your* costs, send coupon below and let us advise you the least equipment you need for your requirements.

POLLARD-ALLING MFG. CO.

Addressing, Mailing & Listing Machines

226 WEST 19TH STREET NEW YORK CITY

Gentlemen: Please send us full details of Pollard-Alling Equipment based on the following description of our requirements:

Size of our list..... System now used..... Frequency of mailings..... Average number of pieces addressed at one time.....

Average corrections and additions to be made on lists daily or weekly.....

Name .....

Address .....

products, its services and its labor. In common parlance for its own good and for the national welfare, it must find itself a bigger and better job.

"This country's housing standards are materially below its buying power and its standard of living as measured by expenditures other than for homes. The saturation point in attractive, comfortable, sanitary, safe and economically constructed dwellings is virtually as far from attainment as in 1920. The great bulk of the country's buying power still resides in homes much in need of that form of new construction misnamed remodeling, or rebuilding, or rehabilitation. The need today is for the co-operative effort of the entire industry."

Plans drawn up at the Chicago meeting provide for two classes of membership in the National Home-Building Council. The active membership will include trade associations or service groups having an important financial interest in or allied with building and individuals, firms or companies. Civic bodies, social groups, fraternal organizations and companies and individuals having an important interest in housing and construction will be invited to associate membership.

A. N. Lincoln, President, Belding-Heminway

A. N. Lincoln has been elected president of the Belding-Heminway Company, New York, sewing silk, succeeding E. C. Young who has become chairman of the executive committee. Mr. Lincoln has been with the Belding-Heminway Company and its predecessor, Belding Brothers & Company, for twenty-eight years. He started as a salesman and was promoted until in 1926, when Belding Brothers & Company consolidated with the Heminway Silk Company, he was appointed vice-president and assistant to the president.

"The Chatelaine," New Canadian Women's Magazine

The Chatelaine, Toronto, is a new magazine for Canadian women which has been started by the MacLean Publishing Company, Ltd. G. H. Tyndall is business manager of the new publication which started with a March issue.

Getting Real Cooperation From the Chain Stores—Without Concessions

MOST manufacturers — more especially manufacturers of drugs, toilet articles and foods—have run up against this tremendous problem of getting cooperation from the chain stores without "giving away their shirts."

You can't ignore the chains. They do over 20 per cent of the business in the drug and toilet goods fields. They represent easy and immediate distribution for new items, reaching 50 per cent in many centers. They are the only possible outlets for products of a certain class.

How can you get them to actually *sell* for you?

You have probably tried price concessions and free goods.

You've experimented with p.m.'s, cooperative advertising, window and counter displays, sales contests, etc.

Despite favorable appearances, especially at the start, rarely have we seen any of these methods secure real cooperation.

One Sure Way

There is one sure way to obtain 100 per cent cooperation and at the same time sell the maximum amount of goods. To illustrate this we can not do better than cite the experience of one of our clients.

By methods which we have originated, this manufacturer, without paying a single extra penny either in real money or concessions of any sort, got 80 per cent of the chain stores of the country to list his product in their own ads and pay for it themselves.

In another case one big chain in Chicago, which originally refused to stock a certain product without preferential treatment, through these methods was induced to display it, and sold 25 gross within the first 6 weeks.

New Methods—But Based on 15 Years' Experience

There is no guess-work about these methods. They are based upon a solid foundation of facts and figures gathered in 15 years' experience in handling the advertising and selling of a score of biggest successes in America, largely in the drug and toilet goods fields.

We think and talk figures before bright advertising ideas are ever mentioned. We know costs and the proper spread between cost and selling price to allow for profitable advertising. We know trade conditions from constant direct contact with jobbers, chain stores and retailers all over the country. From a vast experience in testing advertising, both through mail-order and to sell through dealers, we know as well as human beings can which appeals work and which do not. And we still believe in the inexpensive test.

If you are interested in discussing these new, sure-fire methods of obtaining distribution and cooperation, which we have worked out—if you would like to learn how we have been able to put new pep and profits into half a dozen businesses that were marking time or going back—simply write, phone or call. It will not obligate you in any way.

Steuerman Service

Advertising

15 East 26th St., New York

Some More Trade-Mark Wrinkles Are Ironed Out

Postum and Armand Are Two Well-Known Advertisers Whose Names Appear in These Decisions

(Special Washington Correspondence)

FROM one of a number of decisions handed down last week by the Court of Appeals of the District of Columbia, it appears that the similarity of two trade-marks is more readily established when one of them is descriptive. The case arose from an opposition proceeding filed in the Patent Office by the Postum Cereal Company, owner of the registered trade-mark "Grape-Nuts," against the registration by the Farmers' Mill and Elevator Association of the designation "Wheat-Nut" as a mark for the same class of goods. The Commissioner of Patents dismissed the opposition, and the Postum company appealed the case to the court.

In considering the subject of confusing similarity, the court thought it important to examine into the character of the goods on which the marks are used. It found the goods to be largely wheat products, and the decision relates that the users of "Grape-Nuts" are familiar with the fact that the cereal sold under the mark is produced chiefly from wheat. Hence, the court found that the adoption of the word "Wheat" as a part of the association's mark was merely the use of the name of the product on which the marks are used.

"This," the decision reads, "we deem important in determining whether or not the marks are so similar as to lead to confusion. The purchasing public seeking a wheat cereal might easily be misled by the similarity of the marks, applied to the same product."

Finally, in reversing the decision of the Commissioner of Patents, the decision states: "This case is not without difficulty, but applying the rule we have many times announced, that 'where there is a doubt about the identity of two marks, the doubt will be resolved against the one last in the field' (Aunt Jemima Mills Company vs. Blair Milling Co. 50 App. D. C. 231) we think the opposition should be sustained."

Many court decisions call attention to the danger of allowing an infringing mark to continue in use until such a time as the infringement results in damage, and the decision of the court in the case of Victor Stove Company vs. the Hall-Neal Furnace Company furnishes an excellent illustration of this class. In this case, the court reports that the examiner of interferences found that the Victor company had used the word "Victor" as a trade-mark for stoves and ranges since 1887, but not for furnaces until 1923, and that the Hall-Neal company had not used the word as a trade-mark for furnaces prior to 1895. The examiner held that stoves and ranges were goods of the same descriptive properties as furnaces, and that the Victor company, being the prior user of the mark, should prevail in the interference and was entitled to the registration of the mark for furnaces.

Upon appeal, the Commissioner of Patents found that the Hall-Neal company had been in undisputed possession of the right to use the word "Victor" as its trade-mark for hot-air furnaces from about 1895 to 1923. He also found that the Victor company, during this period, did not use the word as a trade-mark for furnaces, and that for many years the two companies sold their respective goods in substantially the same territory, each using the word "Victor" as its trade-mark, without a single instance of confusion in the mind of the public. Under these circumstances, the Commissioner ruled that the Victor company was barred, by reason of its inexcusable delay in asserting its

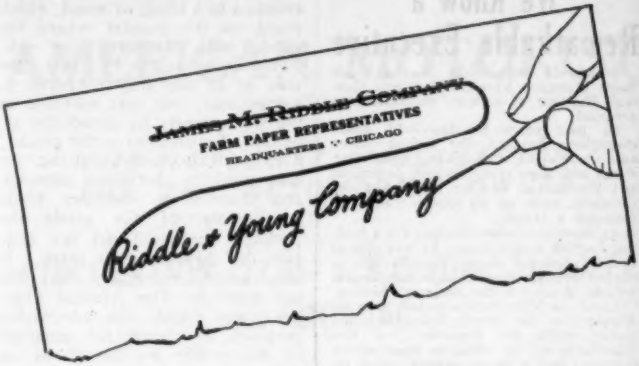
rights, from the use of the word as a trade-mark for furnaces. This reversed the decision of the examiner, and the case was appealed to the Court of Appeals.

The decision of the court affirms the opinion of the commissioner, and denies the right of the Victor Stove Company to register the trade-mark "Victor" for furnaces. The court said:

"For many years the Victor company practically acquiesced in the exclusive use of the mark by the Hall-Neal company for furnaces, during which time the latter company built up a market, together with a good-will, for its furnaces under the trade-mark 'Victor'. If the Victor company now should be given the exclusive right to use the trade-mark for furnaces, it would in large part appropriate to itself the good-will which to its knowledge and without its objection the Hall-Neal company built up for its products. Such a result would be plainly inequitable."

That a valuable dealer help design should be given trade-mark use and registered, appears to be the warning of the decision in the case of Dorothy Gray *vs.* The Armand Company. The court found the marks at issue to be substantially the same, consisting of a picture of a girl in similar style of dress, and differing slightly in color. The goods used by both parties are cosmetics, including face powders, talcums, creams, lip sticks, preparations for the hair, and the like. The examiner of trade-mark interferences decided in favor of Armand; his decision was affirmed by the commissioner, and Dorothy Gray appealed the case to the court and won.

The court found that there was no dispute as to the facts. Dorothy Gray contended that no legal trade-mark use had been made by The Armand Company of the mark, for the reason that the mark was never affixed, attached, or applied to any goods which were sold and passed into the customer's possession. According to the decision, the mark was labeled "The Armand Girl," and the picture was affixed to a box con-



Effective April 1—

—the name of this corporation will be changed to Riddle & Young Company.

This announcement does not represent any change in organization or in personnel. Frank O. Young for years has been Vice President in charge of the New York office. The change of name publicly acknowledges the ability and service that has always been realized by those within the organization.

It is a pleasure to pay this tribute to the man who has so ably cooperated in representing our list of farm papers—Southern Agriculturist, Southern Planter, Indiana Farmer's Guide and Dakota Farmer.

J. M. RIDDLE.
President

James M. Riddle Company

CHICAGO

New York **Des Moines** **Kansas City** **Atlanta**
San Francisco **Los Angeles**

taining powder or cold cream and attached to a block of wood, which stood on the counter where the goods were displayed for sale. "This combination . . . was not sold or in any way conveyed to a customer, but was retained in the store merely to attract the attention of customers to the goods." The court also found that the box was used to distribute samples, and that if a customer made a purchase of the goods the package purchased did not contain the Armand Girl mark. It was urged, therefore, that the use made by The Armand Company was merely for advertising purposes to attract the attention of the public to the goods on sale.

"The sole question, therefore," the decision reads, "is whether or not this constitutes a legal trade-mark use. . . . . The use made by The Armand Company amounts to nothing more than an attractive and effective method of advertising. The failure to affix the mark to the goods actually sold and carried away by the customer deprives it of the fundamental element entering into trade-mark use. The Commissioner, in his opinion, while conceding 'the proposition that there must be a physical association of the mark with the goods,' and that this proposition is supported by the authorities generally, attempts to to distinguish the rule by reference to the provisions of the trade-mark Act of February 20, 1905, Section 29." The section referred to is then quoted by the decision in part, as follows:

"A trade-mark shall be deemed to be 'affixed' to an article when it is placed in any manner in or upon either the article itself or the receptacle or package or upon the envelope or other thing in, by, or with which the goods are packed or enclosed or otherwise prepared for sale or distribution."

The uses made by The Armand Company, the decision states, fall far short of meeting these requirements. "They were simply novel and effective methods of advertising," the court decided.

FARM PAPER SUMMARY FOR FEBRUARY

COMMERCIAL ADVERTISING LINEAGE
(Exclusive of house livestock and classified advertising)

MONTHLIES

	1927 Lines	1928 Lines
Country Gentleman	82,645	73,319
Successful Farming	39,365	30,349
Capper's Farmer	21,689	25,812
Breeder's Gazette	*23,184	22,953
Farm Journal	27,783	22,949
Farm & Fireside	21,820	21,543
The Dairy Farmer	9,210	14,917
Florida Grower	*26,100	14,483
California Citrograph	13,419	13,878
Amer. Fruit Grower	12,786	13,791
Better Fruit	8,572	13,330
Farm Life	13,140	12,460
American Farming	11,502	9,888
Farm Mechanics	10,261	9,277
The Bureau Farmer		8,844
Pacific Homestead	6,107	6,360
Am. Produce Grower	8,101	6,048
Farmers' Home Jour.	3,647	1,989
Total	339,331	332,190

*Four issues.

SEMI-MONTHLIES

	1927 Lines	1928 Lines
Dakota Farmer	43,839	48,548
Hoard's Dairyman	38,317	39,821
Farmst'd, Stk. & Home	39,105	36,720
Okla. Farmer St'kman	35,547	35,990
Missouri Ruralist	34,331	35,656
Southern Ruralist	21,734	32,291
Southern Agriculturist	24,882	31,223
Montana Farmer	26,315	28,152
The Illinois Farmer	26,341	27,214
Southern Planter	22,624	26,954
Mich. Bus. Farmer	24,361	24,813
Western Farm Life	17,710	19,965
Florida Farmer		18,748
Utah Farmer	19,310	16,713
S. D. Farmer & Breeder	12,787	13,413
Southern Cultivator & Farming	12,164	9,977
Modern Farming	7,850	9,855
The Ark. Farmer	10,376	9,439
Iowa Farmer & Corn Belt Farmer		8,521
Missouri Farmer	9,149	6,584
Total	426,742	480,597

WEEKLIES
(Four Issues)

	1927 Lines	1928 Lines
The Farmer	64,542	66,160
Nebraska Farmer	59,381	64,795
Prairie Farmer	57,830	58,491

	1927 Lines	1928 Lines
Iowa Homestead ...	57,931	56,461
Wallaces' Farmer ..	56,377	56,148
Pennsylvania Farmer	47,277	55,610
Rural New Yorker	63,975	55,336
Ohio Farmer	50,632	52,683
Michigan Farmer ..	48,337	51,872
Kansas Farmer Mail & Breeze	49,890	51,649
Wisconsin Agricul..	45,079	49,422
Progressive Farmer & Farm Woman ...	45,623	48,615
Wisconsin Farmer ..	50,576	48,130
Farm & Ranch	47,542	46,741
Pacific Rural Press	50,638	46,087
The Farmer's Guide	46,837	45,521
New Eng. Homestead	48,172	44,028
Washington Farmer.	38,042	39,490
Idaho Farmer	34,926	39,202
Oregon Farmer	37,277	38,118
Penn. St'kman Farmer	41,419	36,102
California Cultivator	41,542	35,872
Am. Agriculturist ..	37,981	34,215
Ohio St'kman & Farmer	37,594	33,056
Dairymen's League News	10,395	11,425
Total	1,169,815	1,165,229

FARM NEWSPAPERS
(Four Issues)

	1927 Lines	1928 Lines
Kansas City Weekly Star	44,605	†51,072
Dallas Semi-Weekly Farm News	19,848	19,150
Memphis Wkly. Commercial Appeal...	16,806	18,135
Atlanta Tri-Weekly Journal	14,275	13,249
Atlanta Tri-Weekly Constitution	16,780	12,100
Total	112,314	113,706

†Five issues.

Grand Total	2,048,202	2,089,474

(Figures compiled by Advertising Record Company.)

In the Farm Paper advertising summary which appeared in the February 16, issue of PRINTERS' INK, the lineage for the Weeklies and Farm Newspapers for January, 1927, were listed as having four issues. This was incorrect. All the publications under these headings had five issues with the exception of *Wallaces' Farmer, Iowa Homestead, Washington Farmer, Oregon Farmer, Idaho Farmer, Dairymen's League News* and *The Dallas Semi Weekly Farm-News.*

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC. Publishers.
OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, GOVE COMPTON, Manager.
Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.
St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.
San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager.

Issued Thursdays. Three dollars a year, $1.50 for six months. Ten cents a copy. Foreign postage, $2.00 per year; Canadian, $1.00.
Advertising rates: Page, $135; half page, $67.50; quarter page, $33.75; one-inch minimum, $10.50; Classified, 75 cents a line, minimum order $3.75.

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Rexford Daniels

A. H. Deute, Special Contributor
Chicago: G. A. Nichols, D. M. Hubbard, Frederic W. Read
London: Thomas Russell

NEW YORK, MARCH 15, 1928

Will "Chains" Sell "Independents"?

A recent announcement concerning a new move by The Great Atlantic & Pacific Tea Company is causing considerable speculation in food brokerage and wholesaling circles concerning the future spheres of action that this company may enter.

The announcement in question sets forth that the company has opened a general brokerage department to handle canned goods out of the office of its Salmon Operating Corporation in Seattle. This is taken to mean that this large chain-store organization will seek retail outlets other than its own stores for the sale of its salmon and perhaps other canned goods, to the consumers of the country.

The thought of a chain organization becoming a broker, and that a grocery chain system may eventually either create its own wholesaling organization or use existing wholesaling organizations, amazes food brokers and wholesalers. More amazing than these considerations, however, is the thought that the Atlantic & Pacific company apparently believes it can look to the independent grocer to sell its surplus supply of canned goods.

While such a thought may be amazing, it is easily possible that the effort may be entirely successful. If the quality is in the product, if consumer acceptance is obtained through advertising, if some brand name other than "A. & P." is employed, and if the company's own chain stores and other chain stores do not cut the advertised price, it would not be surprising to find independent stores stocking and selling products made by the A. & P.

Many changes lie ahead for chain grocery stores and independent grocery stores. This announcement by the Atlantic & Pacific company indicates one of them.

In the drug field today many manufacturers are anxiously waiting to discover the attitude of independent retailers toward the products of Sterling Remedies because of the merger of Sterling with United Drug—a merger that brought Sterling into partnership with a retail chain system.

The fight no longer seems to be between chain store and independent store. It is developing into a real struggle between chain store and manufacturer. The chain, which to its own satisfaction thus far, has eliminated broker and jobber, now apparently believes it can eliminate the manufacturer by being a manufacturer. Sooner or later, it would seem that, under this development, other manufacturers of great size must ally themselves with different groups of retailers of power or else have great numbers of outlets closed to them and consequently have their profits greatly impaired.

When the Customer Strikes Back

People these days seem to be quite capable of detecting any inconsistencies or false notes in an advertising appeal. Paul A. Lovewell, editor of the *Merchants Journal*, published in Topeka, Kans., tells us of an interesting example of this which came about recently in his town.

Ten of the largest Topeka retailers, including three department stores, united in a letter which was sent to several hundred prominent Topeka residents who, the dealers suspected, were in the habit of going to Kansas City to buy clothing, women's ready-to-wear, shoes, furniture and other commodities. Many of the names were taken from the society and personal columns of the Topeka newspapers. If the society reporter chronicled the fact that "Mrs. Charles Jones spent Thursday in Kansas City" this was taken as first-hand evidence that Mrs. Jones went there to buy merchandise. Probably she did at that. Anyway she got a letter personally signed by the proprietors or managers of the ten stores suggesting that she would do much better to confine her patronage to Topeka retailers. The letter recited the usual story about the dealers paying taxes in the community and invited her to express an opinion as to whether they had a right to ask Topeka people to "buy at home."

Quite a large-sized storm broke as a result of the letters. Mr. Lovewell tells us that perhaps 300 replies were received by the Merchants Association, under whose auspices the appeal was sent out. Most of these emphatically disagreed with the dealers, some declaring that the whole thing constituted an insult. Several Topeka wholesalers whose wives were on the list of out-of-town shoppers wrote, suggesting that the dealers should practice what they preached and patronize local jobbers and methods instead of sending away for their goods.

As a matter of fact, "buying at home" does not properly belong to any advertising presentation made by jobbers and manufacturers on the one hand or retailers on the other. The mere fact that a man is in business in a certain community does not provide him with a case when it comes to soliciting trade. Neither consumers nor dealers buy merchandise to build up a community. And when this thought is brought forward in advertising it either falls flat or stirs up some militant criticism, as it did in this Topeka case which has been described.

Nearly everybody who buys goods to sell or to use has a much more keenly developed merchandising sense than formerly was the case. Judging by the way they are approached, however, it would seem that some advertisers underestimate their judgment or even their intelligence.

Cycles of Distribution

In a recent talk, Dr. Paul H. Nystrom, professor of marketing at Columbia University, mentioned that there have been three periods in which house-to-house canvassing has had a great vogue. These periods took in the years 1895 to 1899, 1908 to 1911, and 1921 to 1925.

Right there an interesting theory begins to show itself. This is the idea that, just as there are cycles of business prosperity and business depression, so are there cycles of distribution. Also, that one type of cycle has a very definite relation to the other type.

For example, Dr. Nystrom points out that the three periods during which house-to-house selling rose to its greatest heights were all periods that immediately followed a period of depression. Very likely a similar cyclical chart could be drawn up in connection with other methods of retail and wholesale distribution.

If this theory is correct, it would be well for manufacturers—as has been explained more than once in these columns—to be certain that they are casting their lot with what is actually a basic trend rather than a temporary development, when they decide to make changes in their distributing methods of their products.

Labor Asks for Mergers

The picture of the bituminous coal industry painted for the Senate Committee on Interstate Commerce by John L. Lewis, president of the United Mine Workers of America, is anything but pleasant to look at. Whether the picture in all its details accurately portrays conditions in that industry, is a matter for others to argue. Our interest at the moment lies only in the urgent recommendations made by Mr. Lewis calling for mergers as one method of alleviating the evils that beset the field.

"The United Mine Workers of America," said Mr. Lewis, "recognize the disorders prevailing in the capital structure of the bituminous industry. Approximately 6,000 capital units are engaged in producing soft coal. We believe that the stabilization of this industry awaits the substantial consolidations of these operating units. . . . Some tendency toward this consolidation of operating units is noticeable, and the movement should be encouraged."

Coming from a bituminous operator, or perhaps from a banker, those remarks would simply be looked upon as the sane advice of a business executive. But originating with the leader of a powerful labor union, they assume exceptional significance. The Sherman Anti-Trust Law received hearty support from organized labor. In those days labor looked upon most large organizations, particularly where these organizations consisted of combinations of a number of small companies, as distinct menaces to the welfare of the working man. Perhaps there was a certain amount of justification for this attitude.

However, there has been a great change during the last several decades, both in the attitude of management toward labor and vice versa. Labor, particularly, has made big advances in its assimilation of economic knowledge, spurred on, no doubt, by its ownership of banks and other institutions.

There is little reason to question the statement that there are too many producing interests in the bituminous industry. Consolidation will have to be one of the first steps in any concerted effort to raise the industry out of the slough. That labor should take the initiative in recommending such action is decidedly encouraging.

C. M. Rudy Joins Adsealit Corporation

Charles M. Rudy, formerly Middle Western division advertising manager of The Great Atlantic & Pacific Tea Company, has joined the Adsealit Corporation, New York, advertising sealing tape, as vice-president. He will be manager of a new office of this company which he will open at Chicago. He was at one time with the Chicago *Tribune* and the Macfadden Publications.

New Accounts for Wm. H. Rankin Agency

La May, Inc., manufacturer of La May face powder and cream, and the Hurley Shoe Stores Company, both of New York, have placed their advertising accounts with the Wm. H. Rankin Company, New York advertising agency.

The Sherman Corporation, Boston, engineers, and the Art Metal Works, Newark, N. J., have also appointed the Rankin agency to direct their advertising accounts.

L. J. Brown, President, Nichols & Shepard Company

Lewis J. Brown, vice-president of the Nichols & Shepard Company, Battle Creek, Mich., manufacturer of Red River power farming machinery, has been elected president. He will continue as general manager.

John T. Nichols was named chairman of the board of directors. H. S. Lord was elected vice-president and director of sales.

Sidener Van Riper & Keeling Appoint William H. Rogers

William H. Rogers, at one time Western sales manager of the Beaver Board Companies and for the last six years with the Curtis Publishing Company as account executive for *The Saturday Evening Post*, has been appointed sales manager of Sidener Van Riper & Keeling, Indianapolis advertising agency.

Advanced by Hupp Motor Car

J. E. Roberts and F. D. Peabody, district sales managers of the Hupp Motor Car Corporation, Detroit, have been made assistant sales managers.

Advertising Club News

Toledo Club Holds Advertising Spelldown

The Advertising Club of Toledo, Ohio, recently held an advertising spelldown in which everyone at the regular meeting participated. Two sides were chosen and questions on advertising and printing were asked. Among the questions asked were: "What is meant by 'Run of Paper'?", "Name Three Styles or Faces of Type," Distinguish between a Patent, Trade-mark and Copyright," and "What Is the Unit of Measurement for Poster Advertising?"

* * *

Milwaukee Women's Club Appointments

The Women's Advertising Club of Milwaukee has appointed Helen Weinman as chairman of the exposition committee, a sub-committee of the On-to-Detroit committee for the convention of the International Advertising Association. Other appointments as chairmen of sub-committees are Dorothy Wiese, arrangements, and Phyllis Koeppen, publicity.

* * *

Rochester Business Bureau Elects Directors

The Better Business Bureau of Rochester, N. Y., at a recent meeting, elected as directors, James P. B. Duffy, of the Duffy-Powers Company; Richard Flanagan, of the B. Forman Company; Louis F. Stupp, of the Central Trust Company, and Grove B. Brewer, of the Rochester Trust and Safe Deposit Company.

* * *

Memorial Advertising Association Formed at Buffalo

The Memorial Advertising Association has been formed at Buffalo, N. Y., to conduct direct-mail and co-operative advertising for monument dealers throughout the Eastern States. T. B. Metzger, Buffalo, is in charge of the Association's advertising program.

* * *

Waterbury Club to Hold Annual Banquet

The Advertising Club of Waterbury, Conn., will hold its annual anniversary banquet on March 26. R. M. Hennick, Merritt Horner and John Lawless are among those on the committee on arrangements.

* * *

C. W. Coe, Director, Toledo Club

C. W. Coe, of the Conklin Pen Manufacturing Company, has been made a director of the Advertising Club of Toledo, Ohio, to fill the unexpired term of Maurice Elgutter, resigned.

Farm Papers Sponsor Lecture to Advertising Class

The Agricultural Publishers Association joined with the Advertising Club of New York in presenting William Johnson, editor of *Farm Life*, Spencer, Ind., as the speaker at the club's meeting of its advertising and selling course, March 6, at Rumford Hall.

Describing the conditions of the farmer as a consumer of advertised goods, the speaker pointed out that the farmer's life is a gamble and that this fact makes him careful of the purchase of goods. "The farmer is a competent business man," stated Mr. Johnson, "and he wants to buy the things the city man has to sell. His ability to buy compares with that of the city man because one-third of the present-day farmers are making money, one-third are getting by and one-third are losing money." These figures, he stated, compare favorably with the figures of corporate businesses.

* * *

To Organize Direct Selling Associations in Northwest

As the result of the Northwestern Sales Conference held recently at Portland, Oreg., an association of Portland manufacturers, district managers and field workers engaged in direct selling will be organized. Similar organizations, all of which will be affiliated with the Western Sales Association, will also be organized at Seattle and Spokane. J. Speer, president of the Western Sales Association, presided at the conference and appointed committees to organize the new association.

* * *

Eastern Industrial Advertisers Elect F. C. Weber

F. C. Weber, advertising manager of the Keasbey & Mattison Company, Ambler, Pa., has been elected vice-president of the Eastern Industrial Advertisers' Association, Philadelphia. He succeeds H. F. Marshall, of the Warren-Webster Company, Camden, N. J., resigned.

* * *

Club to Be Organized at Warren, Pa.

A movement is under way to organize an advertising club at Warren, Pa. William Liss, of the Sterrett Advertising Service, and Roy Hackenberg, of the A. K. D. Printing Company, both of Erie, Pa., are helping in the work of organization.

* * *

To Hold Inter-City Meeting at Reading Club

The Advertising Club of Reading, Pa., will be host on March 21 to an inter-city meeting which will include the advertising clubs of York, Lancaster, Allentown and Bethlehem, all of Pennsylvania. Each club will contribute a share toward the program.

E. A. Stahlbrodt Heads Affiliation Committee

E. A. Stahlbrodt has been appointed chairman of the committee on advertising exhibits of the Advertising Affiliation convention to be held at Rochester, N. Y. Other members of the committee are:

E. Dudley Pierce, Harmon B. Martin, Harry C. Goodwin, Roy C. Kates, Ernest Hart, Howard T. Case, William Heydweiller, F. F. Lenox, David F. Teetor, Thomas R. White and F. D. Zwick.

* * *

H. J. Fitzgerald Heads Wisconsin Outdoor Association

Harry J. Fitzgerald, Milwaukee, was elected president of the Outdoor Advertising Association of Wisconsin at its thirty-eighth annual convention, held recently at that city. Oscar Binzer, of Wausau, was made vice-president, and E. J. Kempf, of Sheboygan, secretary-treasurer.

Oscar Obereich, of Fond du Lac, was named delegate to the national convention to be held at St. Louis.

* * *

Pacific Advertising Association Seeks Suggestions

The Pacific Advertising Clubs Association has sent out questionnaires asking for suggestions on better co-operation between member clubs and the association. Another questionnaire has been sent to leading advertising men of the West, regardless of club affiliations, asking for their opinions on what the association might do to further the cause of advertising in general.

* * *

Albion Club Holds Meetings in Neighboring Towns

The Albion, N. Y., Advertising Club is departing from the usual procedure of holding its meetings in one place and will hold its next four meetings in smaller communities nearby. At each of the meetings, the Albion club will provide the speakers and the entertainment. The first outside meeting will be held at Barre Center, N. Y.

* * *

Price School of Advertising Receives Bequest

The Charles Morris Price School of Advertising of the Poor Richard Club, Philadelphia, has received a bequest of $30,000 from the will of Charles E. Morris, head of Charles E. Morris & Company, of that city. The Price School was endowed in 1924 by Michael G. Price, to commemorate the memory of his son, who had been a member of the Poor Richard lub.

* * *

J. E. Murphy Heads Appleton, Wis., Club

J. E. Murphy, of the Greenan Dry Goods Company, has been made president of the Advertising Club of Appleton, Wis. He succeeds W. W. Johnson, of the Post-Crescent Publishing Company.

Financial Advertisers to Meet at Utica

The board of directors of the National Financial Advertisers Association has voted to hold its annual convention at Utica, N. Y., from September 17 to 20. Besides financial advertising, the program will feature business extension work, with actual sales demonstrations. A session will also be held by the Association for a discussion at the Detroit convention of the International Advertising Association.

* * *

Grand Rapids Women's Club to Join Federation

Participation as a member in the Federation of Women's Advertising Clubs at its annual meeting in Detroit in July is looked forward to by the Women's Advertising Club of Grand Rapids, Mich. The club is planning an early spring bridge on March 19 at which, it is expected, 100 tables will be played. This event is sponsored in order to raise money for the club's entrance fee into the Federation.

* * *

Philadelphia Women's Club to Have Advertising Course

The Philadelphia Club of Advertising Women has planned a short course of twenty lectures on advertising. The course will start March 22 and will be held every Thursday evening. The reviews and discussions will be conducted by Cathryn Follman and Blanche Claire.

* * *

Heads Milwaukee Industrial Advertisers

Harold Strouse, advertising manager of the Harnischfeger Corporation, Milwaukee, has been elected president of the Milwaukee Association of Industrial Advertisers. He succeeds the late Howard Winton who was advertising manager of the Heil Co.

* * *

C. G. Oelheim, Director, Greater Buffalo Club

Charles G. Oelheim has been elected a director of the Greater Buffalo Advertising Club, Buffalo, N. Y., to succeed Albert Beckerich, resigned.

* * *

Springfield Club to Hold Annual Dinner

The Publicity Club of Springfield, Mass., will hold its nineteenth annual souvenir banquet on May 16.

* * *

M. T. Messelt, Secretary, Great Falls Club

M. T. Messelt, of the Cascade Coal Company, has been made secretary of the Advertising Club of Great Falls, Mont. He succeeds Walter C. Searles.

The Little Schoolmaster's Classroom

THE Schoolmaster has always had a predilection for similes. It influenced the selection of the next subject, typography. The subject suggested itself in a talk during which selling was described as a symphony for which advertising typography provided the orchestration.

The speaker, Roy N. Schlick, president of the W. R. Mathews Company, explained that he used the musical allusion so that his audience of industrial advertising members of the Cleveland Advertising Club would understand the entire range and real purpose of advertising typography. Advertisers should first decide what note they wish to strike and then have typography selected which possesses corresponding tonal qualities. He offered the following illustrations:

Does the advertisement want:

The crash of sounding brass and blasts of trumpets? Heavy industrial advertising.

The silken sweetness of the violin? Luxuries.

The measured dignity and stateliness of the minuet? Formal products.

The crooning melody of the lullaby? Baby necessities.

The ringing clarity of the cornet or the pulsating rhythm of the bass drum? Announcement advertising.

The romantic loveliness of a Venetian serenade? Cosmetics and jewelry.

The free, joyous roundelay of the open road? Motor cars, travel, boats and ships.

The quiet song of the fireside? Real estate, beautiful homes, home comfort.

There are type tones, borders, initials and dingbats for every time, mood and event, Mr. Schlick said. They all have a place in the typographer's endeavors to orchestrate the advertisement so that it will strike the tune which will attract the consumer.

* * *

The Schoolmaster has from time to time told of the many ways in which booklet enclosures can be made to bring all manner of returns. He is therefore interested, and believes the Class also will be, in an enclosure used by the C & D Company of Grand Rapids, Mich.

According to H. L. Brown, treasurer and sales manager, this company is faced with the task of uncovering a high type of sales personnel for direct selling. So beginning on January 1, the company sent out with every shipment to customers a four-page folder with this greeting: "An Opportunity for Someone." It reads:

Dear Customer:

It occurred to us that you, as a C & D customer, might know of one or more persons who would like to become C & D representatives.

The C & D Company, as you perhaps know, has opened up the way for many women without previous experience or training to make anywhere from $10 to $100 a week. Women who have spent their lives in the important job of home-making, and to whom it never occurred that they could go out into the world and make money, are succeeding as C & D representatives during their spare time, and are adding materially to the family income.

It isn't necessary to devote their entire time to the work. In our organization we have many women, who, on account of their duties as mothers and housewives, can give us only part of their time.

Nor is it so difficult as it would seem to get started in this work, because we supply them with a set of booklets containing the experiences of successful C & D representatives and these booklets tell them what to do and how to do it. Many of our most successful representatives came to us without any previous business or sales experience at all.

It is necessary, however, that they be of a high type of womanhood. Our goods are as beautiful and durable as we can make them. They are sold with a quality rather than a price appeal. Our representatives must naturally be capable of calling on the class of people who appreciate merchandise of high character.

The work is pleasant because it brings one in contact with many people—good people, folks who appreciate good and beautiful garments.

It is also profitable. It isn't at all difficult to make $10 or $15 or $20 a week in spare time and we have many full time workers who make as much as $75 or $100 a week. There is a real opportunity in our organization for anyone who needs to earn money or wants something interesting to do to occupy her time.

Do you know of anyone who might be interested—not necessarily in your own locality because we may already be well represented there, but in other

localities throughout the country—a friend, perhaps, or a relative? If so, we will appreciate your writing us. Simply note their names and addresses below and return this to us together with any information concerning them that you think would be of interest to us.

As a postscript was:

For each name submitted, as an expression of our appreciation we will send you a pocket kerchief made from our beautiful Luk-Shu-Ri Knit fabric.

Mr. Brown tells the Schoolmaster that this folder has brought very good direct returns, as registered through the number of interviews made by district managers with prospects obtained from customers who received this folder with their merchandise. But the Schoolmaster thinks that equally as profitable will be the returns from good-will built up in the minds of customers who, reading this booklet, become friendly to the company and its representatives because the booklet has taken them behind the scenes in a very human way.

* * *

Last week's issue of PRINTERS' INK contained an article which gave the circumstances surrounding the origin of some well-known trade-marks. The Schoolmaster has always wondered how the Smith Brothers trade-mark came into existence and with this article as his excuse he wrote J. S. Bates, of Smith Brothers, Inc., and asked whether he would not tell how the two bearded gentlemen came to adorn the little package of cough drops. Here is Mr. Bates' reply:

"It happened when Smith Brothers' cough drops were first made—they were made on the kitchen stove in the restaurant—and William and Andrew Smith, known as Trade and Mark today, peddled these cough drops on the street and around the small towns near Poughkeepsie. It so happened, however, that other people around by the name of Smith commenced making hard candy, a black drop, calling them cough drops. Therefore, the signature, which was the only thing used by Smith Brothers, did not specify whose Smith cough drops the people were getting. So they

ANNOUNCING

A Message of Importance to all users of

ADVERTISING DISPLAYS

We have acquired the patents, trade marks and good will of the

Animated Products Corporation of New York

This, with our own line of flashing salesmakers, makes this organization the largest in the business.

Invite us to suggest and quote on your requirements for the newest, most original and effective Flashing Window Displays.

ANIMATED PRODUCTS
CORPORATION

NATIONAL STUDIOS, Inc.
Successors

719 Seventh Ave., N. Y. City
Bryant 1571

thought that the only way they could make sure that the neighbors and people around Poughkeepsie could get the right cough drops, was to have their pictures taken and put on the little bag in which the cough drops were furnished at that time—which was before the day of paper boxes. Therefore, they had these photographs made, and had woodcuts made and printed.

"Now that is the origin of our trade-mark today. It has simply grown from year to year and finally they had it registered.

"This was quite a novelty at that time as there were very few faces used in advertising, P. T. Barnum being the most important in the United States.

"I assure you that the Smith Brothers had no intention of making a trade-mark. What they were trying to do was simply to get some kind of identification on the paper bag in which they put the cough drops so that they would be known from other drops. However, I guess that after everything is boiled down that is what a trade-mark really is."

* * *

Another and a new illustration of the old story of new markets for old products came forcibly to the Schoolmaster's attention last week in a broadside from A. Schrader, Inc., of Brooklyn, a company long identified with the automotive industry as a maker of tire valves and gauges.

This old-time company, which

first made valves for controlling air-pressure in air-diving apparatus and in air-bustles back in 1844, and which was turned into a big business by the growth of the automotive industry, is now entering the sporting goods field. For that field it is making a gauge for testing the air-pressure in inflated balls.

This athletic ball gauge, it is said, was developed by the Schrader organization in conjunction with certain large athletic ball manufacturers who were in search of something better than the old stem-bladdered ball. The company has many unusual arguments in favor of this new product.

Apparently it would be impossible to deflate this company for the simple reason that it is alert to new opportunities and able to change with the times.

Death of Willard C. Warren

Willard Clinton Warren, publisher of *The Bankers' Magazine* and president of the Warren Publications, Inc., New York, died on March 8, at that city. He was sixty-two years of age.

In addition to *The Bankers' Magazine*, Mr. Warren had interests in the *Record and Guide*, Providence, R. I.; the *Commercial Record*, New Haven, Conn.; *House Furnishing Review*; the *Banking Law Journal* and the *Business Law Journal*, of New York.

Twenty-six years ago Mr. Warren became associated with the late Geo. T. Lincoln in the publication of the *Banker & Tradesman*, Boston. Later they acquired *The Bankers Magazine*, and, from time to time, other publications were added.

In 1920 Mr. Warren bought out the Lincoln interests and shortly afterwards the group, now known as the Warren Publications, was formed, with Mr. Warren as the active head, and, associated with him, the executives of the various publications.

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Chicago Representative wanted, either on full or part time for small group of Eastern trade papers. Box 921, Printers' Ink.

Publisher's; Printing-Purchaser's Opportunity—Printer owning plant (linotype) desires relocating with printing consumer immediately. Satisfactory co-operative basis. Economical. Priority service. Investment unnecessary. Box 928, P. I.

Opportunity for Chicago Publisher—New York business publication with centrally located offices will provide desk or office space for eastern representative of a Chicago publication in exchange for similar accommodation for its representative in Chicago. Address Box 914, P. I.

ADVERTISING MANAGERS, purchasing agents, publishers' representatives and advertising solicitors or salesmen in the vicinity of New York who desire to increase their earnings or work towards a more lucrative position with an advertising service company, will find our proposition of interest. No effort or time required or conflict with present work. Give full details of present work. Suite 346, 1 Madison Ave.

Plant For Sale

Publisher, about to dispose of his trade publications, has good sized publishing plant for sale. Practically new equipment. Can easily handle several trade papers as well as a good volume of commercial work. One hour's ride from Boston. Right price and terms. Address Box 940, Printers' Ink.

HELP WANTED

Wanted—Photo-retoucher by Art Service in booming Middle Western city. Good class of work with growing concern. Steady employment. Must be experienced. Box 936, Printers' Ink.

EXPOSITION SALESMEN

In N. Y., Philadelphia, Chicago, etc. to sell booth space in Madison Square Garden. Commission, Bonus. Box 934, Printers' Ink.

ARTISTIC LETTERER and advertisement designer. No limit to expressive talent.
HOWARD-WESSON CO.
Worcester, Mass.

FIELD OPEN IN PENNSYLVANIA to experienced and successful advertising solicitor on well-known business paper. References and complete information exchanged. Box 933, Printers' Ink.

Wanted—Two first class artists. Illustrator and designer. Letter artist. Permanent job with plenty of work for first class men. Give details and salary wanted in first letter. Artcrafts Engraving Company, St. Joseph, Missouri.

A Young Lady, competent stenographer, with knowledge of magazine make-up, cuts and a practical working knowledge of the publishing business generally. Must be willing worker ready to take over many details incidental to small publishing business in N. Y. C. Box 916, P. I.

ARTIST—High grade Studio in Detroit can use clever artist on direct mail and advertising layouts. Do not need an illustrator, but one capable of suggesting figures and excellent design. Give particulars about yourself and salary desired in first letter. Samples later. Box 911. Printers' Ink.

PHYSICAL CULTURE WRITER—for well known direct mail health course already taken by thousands of business executives. No beginners considered. No retainers paid. Plenty of money for free lance writer who writes literature that pulls. Only those will be considered who send sample of work on health appeal. Box 939, Printers' Ink.

WANTED
2 CAPABLE ARTISTS
Figure man who can also do lettering.
PHOTO RETOUCHER who is speedy and efficient. Send samples, state salary and past experience.
ROBERT RAWSTHORNE COMPANY
Heeren Bldg., Pittsburgh, Pa.

ACCOUNT EXECUTIVE

An organization marketing an advertising novelty with an unusual movie angle, desires the services of a salesman who is accustomed to interviewing the executives of national advertisers and advertising agencies.

No salary, but commissions may aggregate between $2,000 and $5,000 on each sale.

This is not a get-rich-quick proposition. It is an opportunity for a salesman of high calibre to join a progressive organization.

Replies will be held in strictest confidence. Write Box 925, Printers' Ink.

Wanted—Sketch artist with experience on Posters and general designing applying to lithographed advertising material, embracing faces, figures and usual subjects related to color lithography. Permanent if qualified. Box 910, Printers' Ink.

WANTED — A thoroughly experienced advertising solicitor for territory, North Eastern and middle Atlantic States for an old established trade paper. Must be able to show a clean record, initiative, hard-worker, first-class references. Fine opportunity for right kind of man. Box 938, Printers' Ink.

Want a Business of Your Own

in a limited territory where a *salesman* of syndicated or specialty advertising can make from $7,500 to $15,000 a year gross in the cleanest type of proposition on the market? If so write full qualifications and accompany with three letters of recommendation. This company is just as particular about having good men as a good man is to get with right company. Exclusive territorial rights makes this each salesman's own business. Address Box 918, Printers' Ink, Chicago Office.

PRINTING SALESMEN

An unusual opportunity exists for several seasoned printing salesmen to permanently connect with the Southwest's largest, finest equipped and most complete Printing and Binding Plant.

This organization specializes in the production of catalogs, publications and fine black and white and color printing.

This opportunity will especially appeal to those who have reached their limit in present connection and are seeking a broader field for their efforts.

The Southwest is the fastest growing section of the country and living conditions are ideal the year round.

To secure consideration, applicants must answer the following: Age, dependents, education, number years' experience, present salary and employers for past 5 years. Your confidence will be respected. BUNKER PRINTING PRODUCTS CORP., Fort Worth, Texas.

Department Store Advertising Manager Who Can Sell!

A New York corporation specializing in reducing overhead in retail stores has an opening for five sales representatives. Exclusive territories in the Middle West and the East.

An unmarried man or a married man free to travel will be most happy with this connection. Territories are small enough so that week-ends can be spent at home.

Experience as Advertising Manager or other retail executive is desirable, but not absolutely necessary.

Our enthusiastic clients include some of the best-known stores in America.

Applicants should be between 30 and 45 years of age and must be able to sell a retail executive on the first interview.

Annual Commissions of $10,000 to $15,000 are available for the right man.

If you think you are qualified, write or wire Box 935, Printers' Ink.

WANTED—An economic organization in New York City with business affiliations seeks an unmarried man under thirty years, who has had good newspaper experience, including editorial or executive duties, preferably in New York State. Managing editor of small daily or telegraph editor of larger daily would fit well into position. First year's salary $2,600. The position has a future. Day work in agreeable surroundings in a human office. This is not a publicity position. Write fully in strict confidence, including education, experience, nationality and religious affiliations. Box 912, P. I.

MISCELLANEOUS

FOR RENT

Ideal office for small agency. High-class 42nd Street building. Furnished. Telephone service. Very reasonable. Box 919, Printers' Ink.

SAVE MONEY

on your printing. Get our prices on any size job or any color before you order elsewhere. Answer this advertisement and get FREE a memorandum book with your name on it. The C. K. Knowles Co., 804 Sycamore Street, Cincinnati, O.

MAIL-ORDER MEN AND MANUFACTURERS. Use money bringing advertising verse to advertise your goods or product. I am an expert at writing it. Terms reasonable. Send stamp for particulars and samples of my work. Address Frank H. Gibson, 1839 Cabot Street, Philadelphia, Pa.

SMALL PRIVATE CORNER OFFICE

One minute from Grand Central trains and subway. Seventeenth floor. Loads of light from two corner windows. An artist could appreciate. No street noise. $900. More or less space, if desired. Absolutely a find. I took the whole space to insure myself these advantages. Victor Beals, Circle 0362.

PRINTING

Increased production facilities permit large publishing house to accept additional monthly publications or long run commercial work on price basis. Automatic cylinder presses taking up to 38x50 sheet. A complete printing service that warrants investigation.

Automobile Journal Publishing Co.
P. O. Box 683, Pawtucket, R. I.

POSITIONS WANTED

Secretary, Stenographer, Executive—young woman, age 25, college graduate. Seven years' experience, including direct-mail and sales-promotion work. Unusual training. $35. Billings 2849.

TYPOGRAPHER

Layout and production man with experience which will be valuable to printer or direct-mail producer. Available for full or part time. Box 930, Printers' Ink.

Display and Copy Man seeks work requiring personal supervision. Several years' commercial and constructive art experience. Graduate School of Arts Decoratifs, Paris. Box 931, P. I.

ADVERTISING—SALES PROMOTION
Fifteen years' agency, trade paper, direct mail and departmental experience wants new connections. Well recommended. Box 937, Printers' Ink.

COLLEGE WOMAN desires connection with research department of industrial concern or advertising agency. Initial compensation a minor factor. Address Box 941, Printers' Ink.

SALES EXPERT
Promotion, developing, organizing advertising 25 years. Unusual sales, business experience. Kaufman, 34 Onyx Court, Brooklyn.

SPORTING GOODS SPECIALIST
wants part-time copy and layout work. Advertisements, catalogs, folders, direct-mail. Intimate knowledge of trade. Samples. Box 920, Printers' Ink.

N.Y. Adv. Writer

Ten years copy chief leading agencies. Box 924, Printers' Ink.

ASSISTANT ART DIRECTOR
Experienced typographer and layout man desires connection with New York or Chicago agency. Offers thorough knowledge of art work, printing and engraving, but no agency experience. Box 929, P. I.

PUBLISHING—Young man, 25; eight years with well-known publishing house, last 5 years as magazine make-up editor. Very familiar with composition; letterpress, rotogravure, offset printing; engraving; paper. Box 927, Printers' Ink.

COMMERCIAL ARTISTS
Young ladies,—one with some experience, one with good training, no experience. Desire whole or part time positions. Salary secondary. Phone Goodmann, Riverside 2753, 110 West 96th Street.

Young Man—age 27, university graduate. Five years' newspaper experience—advertising and reportorial — now employed specialty sales—desires work with live newspaper or advertising agency. Permanent, where hard work spells advancement. Box 917, P. I. Chicago Office.

Are Your Engravings Worth the Services of an Experienced Purchaser? I am accustomed to buying engravings on a wide variety of subjects, requiring both artistic knowledge and practical business judgment. This service with one of America's foremost advertising agencies was preceded by actual bench and managerial experience in leading plants. With a clear record and splendid references, I shall be free in a few weeks to seek another connection. Can you use this experience? Box 922, P. I.

SALES PROMOTION SPECIALIST—14 years' selling and advertising experience qualifies me to create a new sales promotion department or revitalize an old one. Half or full time. Box 915, P. I.

Young Man—25, wishes advertising or sales promotion connection agency or manufacturer. Intensive experience all phases advertising with national advertiser and publisher. University trained. $40. Box 926, Printers' Ink.

Advertising or Sales Promotion. Young man twenty-six years old, married, desires position as Assistant to Advertising or Sales Promotion Managers. Six years experience. Employed at present. References. Wayne L. Keister, 308 W. Witherbee St., Flint, Michigan.

Advertising Man (Direct Mail)—Experienced. Take charge department wholesaler, manufacturer. Catalogs, circulars, booklets, sales letters, campaigns, merchandising and marketing knowledge. Will submit proof on your own proposition. Box 932, Printers' Ink.

SALES SCOUT SEEKS CONNECTION
Young lady, college graduate, ten years experience in contact work, can ferret out prospective users for your products and develop them along original lines of personal methods into good leads and prospects for closing by your sales department. Understands sales work and sales personnel. Is resourceful, of high personal integrity with plenty of enthusiasm and capacity for intensive work. Box 913, Printers' Ink.

ACCOUNT EXECUTIVE AVAILABLE

Twelve years' agency experience. A thorough knowledge of agency operation and procedure. Successful in contacting and servicing a varied line of accounts. Familiar with sales promotion and association activity. Have the facility of writing good copy and an understanding of printing art-work and engraving. Capable of planning campaigns and of selling new business. Thirty-four years of age, married, and of good personality. At present located in Chicago, but will consider other city. Salary $8,000. Address Box 923, Printers' Ink.

CAUTION

Applicants for positions advertised in PRINTERS' INK are urged to use the utmost care in wrapping and fastening any samples of work addressed to us for forwarding. We are frequently in receipt of large packages, burst open, in a condition that undoubtedly occasions the loss of valuable pieces of printed matter, copy, drawings, etc. Advertisers receiving quantities of samples from numerous applicants, are also urged to exercise every possible care in handling and returning promptly all samples entrusted to them.

Table of Contents

THE ADVERTISING OF Doña CASTILE

has evoked countrywide commendation as one of the unusual campaigns of the past two years.

No one knows the lengths and depths to which we were permitted to go in producing this advertising—from the sculpture of the Bar itself, by one of the foremost moderns, the election of the name, the dozens of color sketches produced for the wrapper—to the publication advertising which you see. ¶ But the important thing, to our client and to us, is the *success* of this campaign, in the face of enormous competition—on a comparatively moderate advertising budget.

The JOHN H. DUNHAM Company
ADVERTISING
TRIBUNE TOWER · CHICAGO